

Town of Newmarket MASTER PLAN



Chapter 6 Economic Development Plan

2011

**186 Main Street
Newmarket, NH 03857**

Credits and Acknowledgements

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A. Introduction

The State of New Hampshire and both Strafford and Rockingham Counties have seen substantial economic change in the past ten years. During the early part of the decade, an economic boom resulted in significant jobs and housing growth, increased commercial building and increased individual buying power. By the end of the decade, the Seacoast experienced a serious economic downturn that saw the downsizing of businesses, a slow-down in housing construction and sales, and a high unemployment rate. More recently, the Seacoast area has experienced a mild economic recovery as demonstrated through rising employment and wages. Much of this growth has tended to be in high paying technology employment and professional/management occupations. All of these changes have affected the economy of local communities, including Newmarket.

Like the state and the Seacoast region, the Town of Newmarket has undergone numerous changes in the past decade in terms of population growth, school enrollment, employment and income. Although the unemployment rate crept up from a low in 2000 of 2.3% to 5.0% in 2010, for Newmarket, it was still lower than Rockingham County or the state both of which were above 6%. In addition, Newmarket's full value tax rate of \$20.51/\$1,000 of assessed valuation compares favorably with surrounding communities and other communities in Strafford and Rockingham Counties. Furthermore, its assessed valuation has increased significantly since 2000.

Once a strong manufacturing center, Newmarket lost much of its industrial base between 1960 and 1990 with the closure of several manufacturing operations, resulting in the loss of significant jobs, including those associated with United Technology, Sufflex and a furniture manufacturing company. However, during the 1990's and early 2000's, the Town experienced significant commercial development on Route 108 south of the downtown, including the Irving Gas Station, Brook's Pharmacy, McDonald's, and the Kent-Pelczar Funeral home. The other substantial commercial property in Newmarket consists of the buildings in the Newmarket Industrial Park on Forbes Road off NH Route 108. The total assessed value of the property in this industrial park amounts to approximately \$7.36 million. **Appendix E** shows the extent of commercial and industrial development in Newmarket since 2001.

Newmarket's economic future will in large part be shaped by the Town's commitment to economic development activities. Such activities may include the maintenance and continued enhancement of the downtown business center and the development of suitable areas for new businesses or business expansion. Such efforts will have a positive impact on the Town's tax base and employment, as well as its quality of life.

B. Economic Goal and Objectives

Pursuant to RSA 674:2, a Master Plan may include an “economic development section” which proposes actions to suit the community’s goals, given its economic strengths and weaknesses in the region. As part of the master planning process, an Economic Development Committee was formed as a subcommittee of the Planning Board, and was charged with updating Chapter 6 of the Master Plan. The Committee engaged in a brainstorming in January 2010 which identified the Town’s assets and liabilities. **Appendix A** provides the full list, but in summary the Committee identified several key assets:

- The historic character of the community, and its quality of life, as exemplified by such cultural and architectural resources as the historic downtown, quality open spaces and scenic views of the Lamprey River and Great Bay, the walkability of the downtown, the Heritage Festival and Farmer’s Market;
- The link to the University of New Hampshire with access to its academic and technical resources;
- Good infrastructure including public transportation, roads, water and sewer systems; access to major arterials such as NH Routes 4 and 101 and the interstate system and a business friendly climate from a state with no sales or income tax to local resources for business such as the Newmarket Community Development Corporation (NCDC).
- A very active citizenry with many volunteer boards and organizations.

Liabilities included:

- Physical disadvantages such as the town is situated somewhat off the “beaten path” and the lack of readily available industrial sites with direct access, water and sewer; and
- Institutional disadvantages such as the lack of an organizational structure for economic development with staff and resources.

From this process the following economic development goal was formulated to guide future planning efforts.

Newmarket's Economic Development Strategy

Goal

The Town of Newmarket should work to retain its current businesses while providing opportunities for economic growth and activities, which will strengthen the Town's "economic base", provide employment for Newmarket residents and enhance Newmarket's position in the regional economy.

Objectives

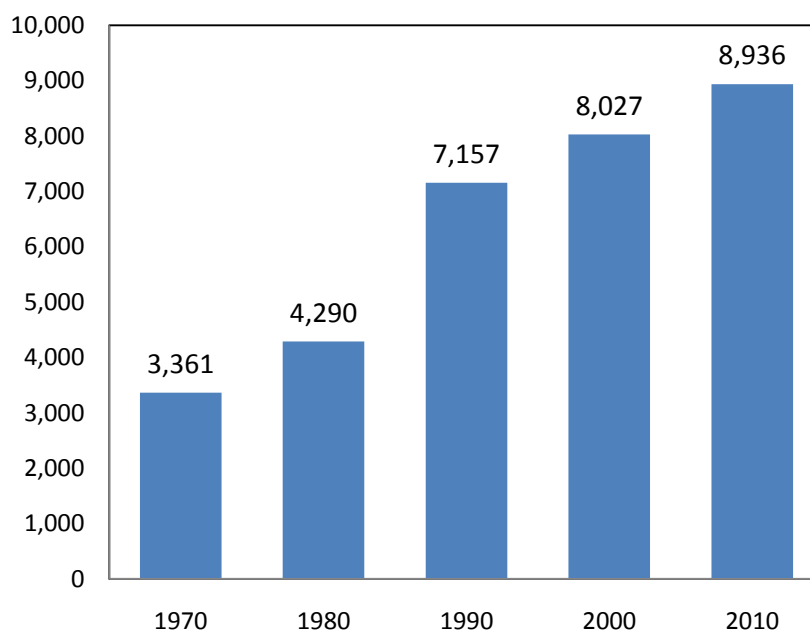
1. Retain Newmarket's existing business and industrial base.
2. Encourage and attract development of new diversified business and industry consistent with the Town's vision and competitive in the global economy.
3. Continue to revitalize downtown Newmarket.
4. Initiate an economic development program to oversee economic development activity in Newmarket.
5. Ensure that Newmarket's land use policies and regulation are consistent with the local economic development goal.
6. Provide a level of public infrastructure and services that enables economic development in a cost-effective manner.
7. Support and expand opportunities for cultural activities, local arts and tourism.
8. Update and enhance Newmarket's entrepreneurial and technology assets.
9. Establish a regional approach to economic development activities.
10. Identify new economic enterprises which residents and taxpayers want in Newmarket

C. Economic Analysis

Population—*Newmarket has been growing at a greater rate than Rockingham and Strafford Counties*

Based on newly released data from the U.S. Census Bureau, Newmarket had a population of 8,936 in 2010, representing an increase of 909 persons, or 11.3% since 2000, and an increase of 1,779 persons since 1990, or a 24.9% increase over that 20-year period. **See Figure 6-1 and Table 6-1.** The biggest jump in population came during the period between 1980 and 1990 when Newmarket grew by 66.8%.

Figure 6-1. Population Change: 1970-2010



Source: U.S. Census Bureau, 1970-2010; N.H. Office of Energy and Planning, 2011.

By comparison, Newmarket grew more quickly than either Strafford or Rockingham counties as shown in **Table 6-1.**

Table 6-1: Population Trends, 1980-2010

Population Trends 1980-2010							
	1980	1990	% Increase 1980-90	2000	% Increase 1990-2000	2010	% Increase 2000-2010
Newmarket	4,290	7,157	67.0%	8,027	11.3%	8,936	11%
Strafford County	85,408	104,233	22%	112,223	8%	123,143	10%
Rockingham County	195,224	245,845	29%	277,359	11%	295,223	6%

Source: U.S. Census Bureau and N.H. Office of Energy and Planning, 2011

Population projections for future growth of the community are provided by the New Hampshire Office of Energy and Planning (NHOEP). Between 2010 and 2030 they predicted that Newmarket's population would increase by 10%. Using the 2010 population as a base, by 2020 the population will increase by 223 to 9159 and to 9,864 by 2030, an increase of 928 as shown in **Table 6-2**. By comparison Strafford County as a whole is expected to grow by 12% from 2010 to 2030 and Rockingham County by 15% over this same period.

Table 6-2: Population Projections: 2010-2030

Town – Year	2010	2015	2020	2025	2030	Increase 2010-2030	% Increase 2010-2030
Newmarket	8,936	9,159	9,388	9,623	9,864	928	10%
Strafford County**	123,143	124,469	128,712	133,224	137,863	14,720	12%
Rockingham County**	295,223	308,256	317,621	328,253	339,421	44,198	15%

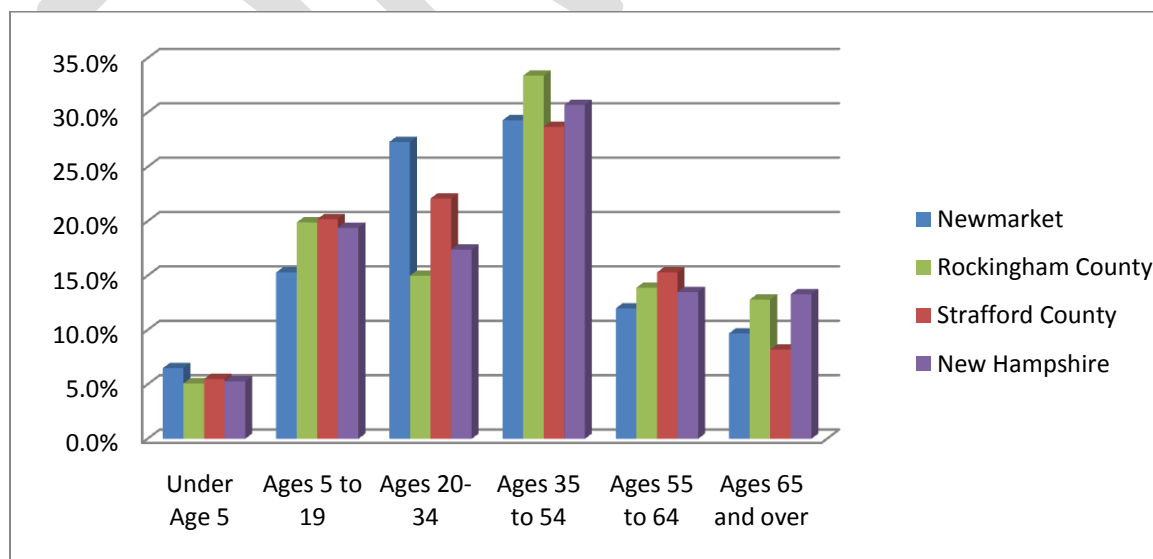
Source: 2010 U.S. Census Bureau

* NH OEP Planning Population Projections for Municipalities, 2007

** NH OEP Interim Population Projections for New Hampshire Counties, 2010,

According to the US Census Bureau, the largest age group in Newmarket is the Age 35-54 age group (29.3%), followed by the Age 20-34 group (27.3%) and the Age 5-19 year old group (15.3%). The median age of Newmarket is 35.8 which is slightly lower than Strafford County at 36.9 and considerable lower than Rockingham County at (42.2%), and the State of New Hampshire at 41.1%..

Figure 6-2 Population by Age Group for Newmarket, Strafford County, Rockingham County and the State of New Hampshire 2010



Source: US Census Bureau, American Community Survey 2010

Employment—*More firms, but fewer jobs since 2000*

According to 2010 data from the NH Economic and Labor Market Information Bureau (NH ELMB), Newmarket has a labor force of 6,245 and unemployment rate of 5.0 %.

Based on estimates provided by the New Hampshire Department of Employment Security, Newmarket's employment base in 2009 was approximately 1,269 jobs. **See Table 6-3.** Between 2000 and 2009, Newmarket's total employment base declined by 26%, representing a loss of 458 jobs. This decline was felt solely within the private sector as public sector employment actually increased by 71 employees over that same period. The largest job losses were in the manufacturing, 374 jobs, construction (54 jobs) and arts and entertainment (60 jobs).

On the other hand, the number of private businesses increased slightly from 130 to 142 over this same period, indicating that while there may be more firms in Newmarket, the number of employees per firm generally is less.

Table 6-3: Average Annual Covered Employment in Newmarket¹

	2000	2005	2009
Number of Private Businesses	130	149	142
Number of Employees	1,480	1,210	924
Average Annual Weekly Wage	\$543	\$665	\$771
Number of Public Entities	7	7	6
Number of Employees	274	321	345
Average Annual Weekly Wage	\$513	\$642	\$756
Total Employment	1,754	1,531	1,269

Source: NH Employment Security 2009

Table 6-4 provides the overall employment distribution by sector in Newmarket for 2009. The largest employment sectors are educational services (232 jobs or 20.6%), manufacturing (173 jobs or 15.4%) and health care and social assistance (171 jobs or approximately 15%). In spite of the loss of jobs over the past decade, manufacturing still represents a significant sector in Newmarket's economy.

¹ Covered employment is defined as all employment except those workers who are self-employed. Wage data has not been corrected to account for inflation.

Table 6-4: Employment by Sector in Newmarket, 2009

	Employment Sector	#	%
1	Accommodations and Food Services	105	9.3
2	Administrative and Waste Services	43	3.8
3	Educational Services	232	20.6
4	Finance and Insurance	20	1.8
5	Health Care and Social Assistance	171	15.2
6	Manufacturing	173	15.4
7	Other Services ex. Public Administration	53	4.7
8	Professional and Technical Services	70	6.2
9	Public Administration	101	9.0
10	Real Estate, Rental and Leasing	35	3.1
11	Retail Trade	110	9.8
12	Transportation and Warehousing	12	1.1
	Total all Industries	1125	100.0

Source: NH Department of Employment Security 2009

Major Employers

There are over 150 businesses in Newmarket. These range in size from small retail businesses on Main Street to moderately sized manufacturing plants in the Newmarket Industrial Park. Below is a listing of the top six major employers in Newmarket in **Table 6-5**. A listing of Newmarket businesses is posted in **Appendix D** and a list of commercial and industrial development that has occurred in Newmarket since 2001 is illustrated in **Appendix E**.

Table 6-5: Top Employers in Newmarket

Business	Product	Employees
Russound Inc.	Audio, video	160
SAU 31	School District	149
Town of Newmarket	Municipal Services	163
Lamprey Health Care	Medical services	67
Seacoast Sports ClubsAt Great Bay	Physical Fitness	47

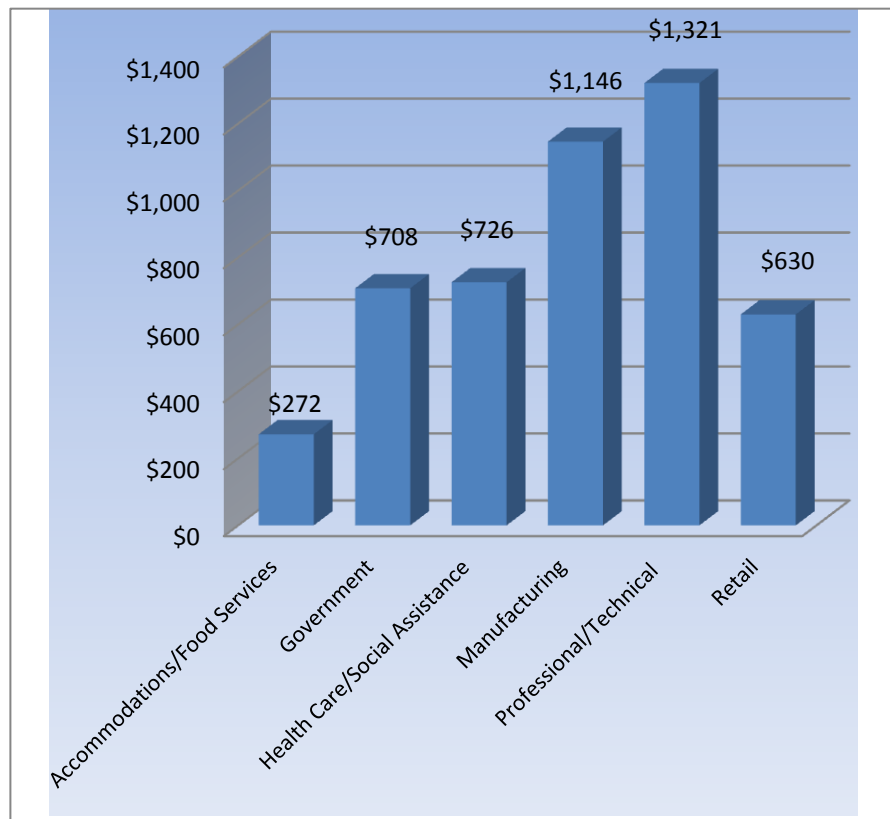
Source: Planning Department Survey 2011

Wages—*In spite of job losses, wages are increasing*

As shown in **Table 6-3**, despite a decline in jobs in the private sector, annualized average weekly wages increased \$228 or 42% in the private sector. Although the public sector had a slightly lower average wage in 2009 (\$756 versus \$771 in the private sector), wage gains over this period kept pace—with an increase of \$243 or 47%.

Figure 6-3 shows the range of average weekly wages for selected occupations in 2009 with Professional/Technical occupations receiving over \$1300 per week while Accommodations/Food Services employees received only \$272 per week.

Figure 6-3: Average Weekly Wages – Newmarket, Selected Occupations, 2009



Source: NH Department of Employment Security, Economic and Labor Market Information Bureau

Median Family Income—Based on HUD regional data

Another measure of Newmarket's economic strength is median family income. In the off-census years this data is compiled by U.S. Department of Housing and Urban Development (HUD) regions or counties. Newmarket is within the Portsmouth-Dover-Rochester HUD Fair Market Rent Area (HFMA) for median family income data. Similar to wage trends, the median family income in the HFMA rose by 15% from \$70,900 to \$81,600, a bigger jump than the state as a whole. **See Table 6-6.** The regional median family income is also now higher than the state.

Table 6-6: Median Family Income

	2007	2010	Change	% Change
Portsmouth - Dover-Rochester HMFA	\$70,900	\$81,600	\$10,700	15.1%
State of New Hampshire	\$71,200	\$78,000	\$6,800	9.6%

Source: New Hampshire Housing Finance Authority, HUD Adjusted Median Family Income, 2007 - 2010

Unemployment—From 2.3% in 2000 to 5.0% in 2010

Another measure of the health of the local and regional economy is the rate of unemployment. Based on data from the New Hampshire Department of Employment Security since 2000 and **shown in Table 6-7**, Newmarket's annualized unemployment rate has increased from 2.3% (its lowest rate in the decade) to 5.0% with a significant jump between 2008 and 2010.

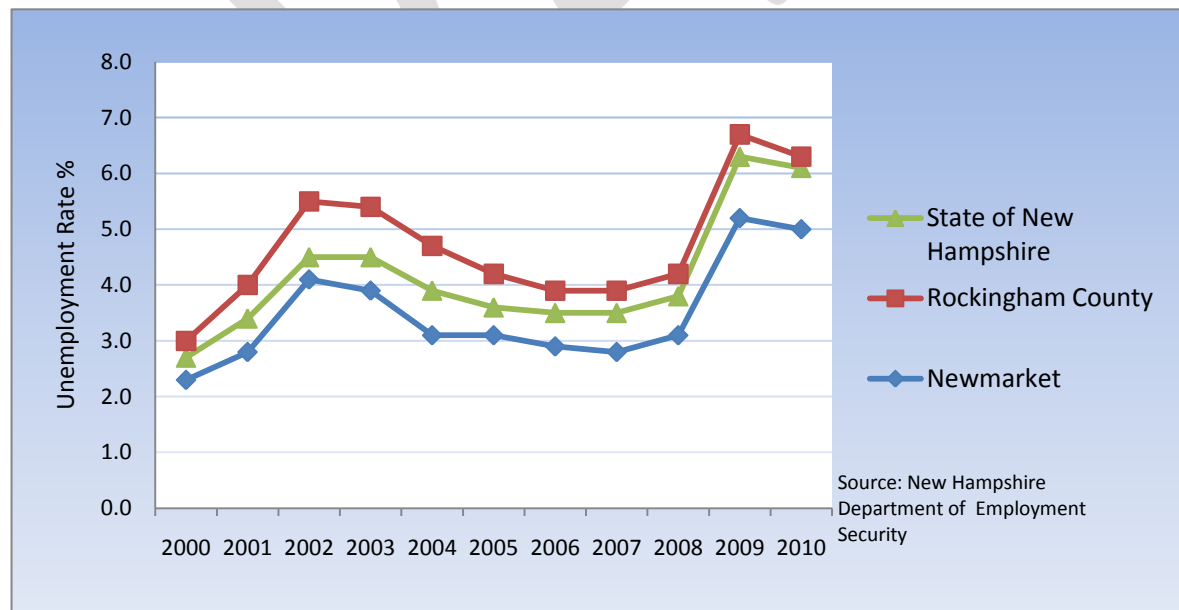
Table 6-7: Unemployment, 2000 -2010

	2000	2002	2004	2006	2008	2010
Newmarket	2.3%	4.1%	3.1%	2.9%	3.1%	5.0%
Rockingham County	3.0%	5.5%	4.7%	3.9%	4.2%	6.3%
State of New Hampshire	2.7%	4.5%	3.9%	3.5%	3.8%	6.1%

Source: NH Department of Employment Security

Similar increases in unemployment occurred for both the county and state. Newmarket has fared better than both Rockingham County and the state throughout the decade with its current rate a full percentage point lower than the state and 1.3% lower than the county in 2010. **See Figure 6-4.**

Figure 6-4: Average Annual Unemployment Comparisons: 2000-2010



Employment Projections—*Biggest gains in the service sector*

The NH Department of Employment Security recently completed projections of employment for each county in the state for the period between 2008 and 2016. For Rockingham County overall, employment growth is expected to be 15,655 jobs. **Table 6-8** shows the projections of employment by the North American Industry Classification System (NAICS) industrial classification code. The businesses that are expected to provide the greatest gains in employment are the service industry, professional, scientific and technical services, health care, and social assistance. Manufacturing and utilities are expected to lose jobs.

With just over 1260 private sector employees, Newmarket comprises less than 1% of the county's employment. Economic change affecting the entire region, will also affect Newmarket. It is reasonable to expect that employment in Newmarket will increase at a rate at least similar to that of the region, or about 10-11% by the year 2018. It is estimated that the greatest proportion of employment growth will be in the private sector. The fluctuations experienced in Newmarket since 2000 have mirrored the regional and state economy, although Newmarket has generally experienced lower unemployment as shown in **Figure 6-4**. This relative stability is the result of a strong employment market in the Seacoast. However, with a relatively small number of local businesses, the addition or loss of only a few businesses can have a significant effect on total employment numbers.

Table 6-8: Long-Term Employment Projections for Rockingham County, 2008-2018

NAICS Code	Industry	Estimated 2008	Projected 2018	2008-2018 Change	
				Numeric	Percent
	Total Employment (incl. Self-employed)	151,329	166,984	15,655	10.3%
101	Goods Producing Industries	22,409	22,829	420	1.9%
11	Agriculture, Forestry, Fishing and Hunting	243	252	9	3.7%
21	Mining	154	174	20	13.0%
23	Construction	6,402	7,240	838	13.1%
31-33	Manufacturing	15,610	15,163	-447	-2.9%
102	Service Providing Industries	116,646	131,009	14,363	12.3%
22	Utilities	1,062	908	-154	-14.5%
42	Wholesale Trade	6,724	7,381	657	9.8%
44-45	Retail Trade	25,075	26,453	1,378	5.5%
48-49	Transportation and Warehousing	4,910	5,305	395	8.0%
51	Information	2,715	3,043	328	12.1%
52	Finance and Insurance	5,451	5,760	309	5.7%
53	Real Estate and Rental and Leasing	1,838	2,022	184	10.0%
54	Professional, Scientific, and Technical Services	7,235	8,911	1,676	23.2%
55	Management of Companies and Enterprises	2,383	2,559	176	7.4%
56	Administrative and Waste Management Services	8,327	9,866	1,539	18.5%
61	Educational Services	11,195	12,629	1,434	12.8%
62	Health Care and Social Assistance	14,152	18,049	3,897	27.5%
71	Arts, Entertainment, and Recreation	2,925	3,535	610	20.9%
72	Accommodation and Food Services	12,233	13,393	1,160	9.5%
81	Other Services (Except Government)	4,524	5,008	484	10.7%
	Government	5,897	6,187	290	4.9%
	Self-employed and Unpaid Family Workers	12,274	13,146	872	7.1%
NOTE:					
1 Employment for public schools and colleges is included in sector 61, <i>Educational Services</i>					

Source: New Hampshire Department of Employment Security

Educational Attainment—*Newmarket citizens have relatively high educational attainment*

As shown in **Table 6-9** Newmarket compares well to Strafford and Rockingham Counties and the state for educational attainment. In 2000, for individuals over 25 years, over 91% have a high school diploma compared to a little over 90% for Rockingham County and even less than for Strafford County (86.4%) and the state (87.4%). Similarly for college or higher educated individuals, Newmarket has a higher percentage than the other jurisdictions. Based on the American Community Survey data for 2005-2009, this trend continued for the period 2005-2009. Newmarket would appear to have a highly educated workforce.

Table 6-9: Educational Attainment*

	Newmarket		Rockingham County		Strafford County		New Hampshire	
Educational Level/Year	2000	2005-2009	2000	2005-2009	2000	2005-2009	2000	2005-2009
High School graduate or higher	91.3%	95.6%	90.5%	93.0%	86.4%	89.2%	87.4%	90.5%
Bachelor's Degree or higher	32.9%	42.0%	31.7%	36.0%	26.4%	29.4%	28.7%	32.4%

Source: U.S. Census Bureau 2000, American Community Survey (ACS) 5 year Estimates 2005-2009

*For population 25 years and older.

Commuting Patterns – Over 80% of commuters drive to work

Table 6-10 displays how Newmarket, Strafford Region and state residents traveled to work in 2009. Newmarket residents used their cars more for commuting than residents from surrounding towns (except for Epping), Strafford Region, as a whole-. Residents did use cars slightly more than state residents on average. Thus, while there is an employment base in Newmarket, it appears that a large majority of workers travel to work by car, mostly to other Seacoast communities as indicated in **Figure 6-5**, Newmarket workers also tend to use other means of commuting less than other nearby communities and the state and relatively few residents work at home. Newmarket residents, who did commute, traveled a similar distance as the average resident in Strafford County and the state and much less than Epping, but much more than Durham. With 28% of residents commuting to Newmarket and Durham, it would seem that more people might take advantage of the COAST and Wildcat public transportation systems.

Table 6-10: Commute to Work

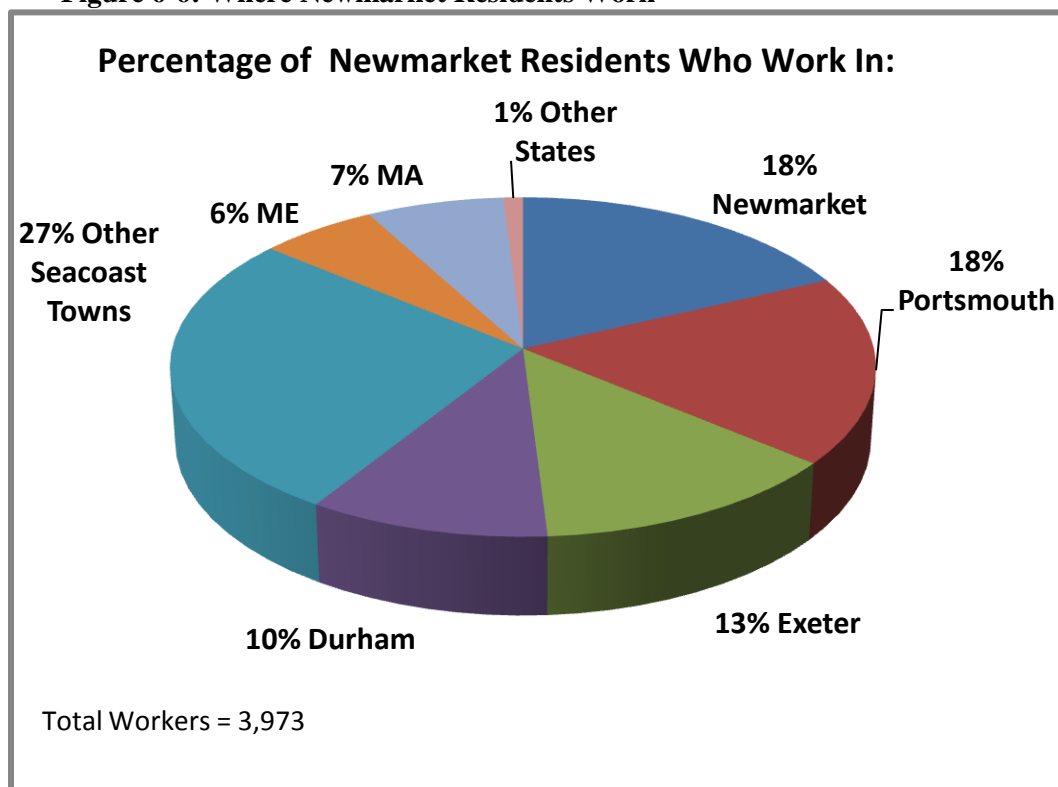
	Drove	Car Pool	Public Transit	Walked	Other	Work at Home	Ave. Travel Time (min)
Newmarket	83.3%	8.2%	0.9%	0.9%	2.0%	4.6%	28.4
Durham	55.3%	9.6%	6.1%	23.4%	2.1%	4.5%	17.9
Lee	78.3%	5.0%	1.6%	4.1%	2.0%	8.9%	25.0
Epping	84.8%	7.9%	0.7%	1.6%	.5%	4.5%	35.8
Newfields	81.4%	4.1%	1.1%	2.1%	1.9%	9.4%	26
Strafford Region Average	77.5%	11.7%	1.6%	4.5%	0.7%	3.9%	25.1
State of New Hampshire	81.5%	8.6%	0.7%	3.2%	1.2%	4.8%	25.4

Source: 2005-2009 American Community Survey US Census Bureau

Eighteen percent (18%) of the residents of Newmarket who are in the labor force work in Newmarket. Another eighteen percent (18%) work in Portsmouth. **See Figure 6-5.**

Most of the remaining employees work in nearby Seacoast communities while thirteen percent (13%) work in either Massachusetts or Maine.

Figure 6-6: Where Newmarket Residents Work



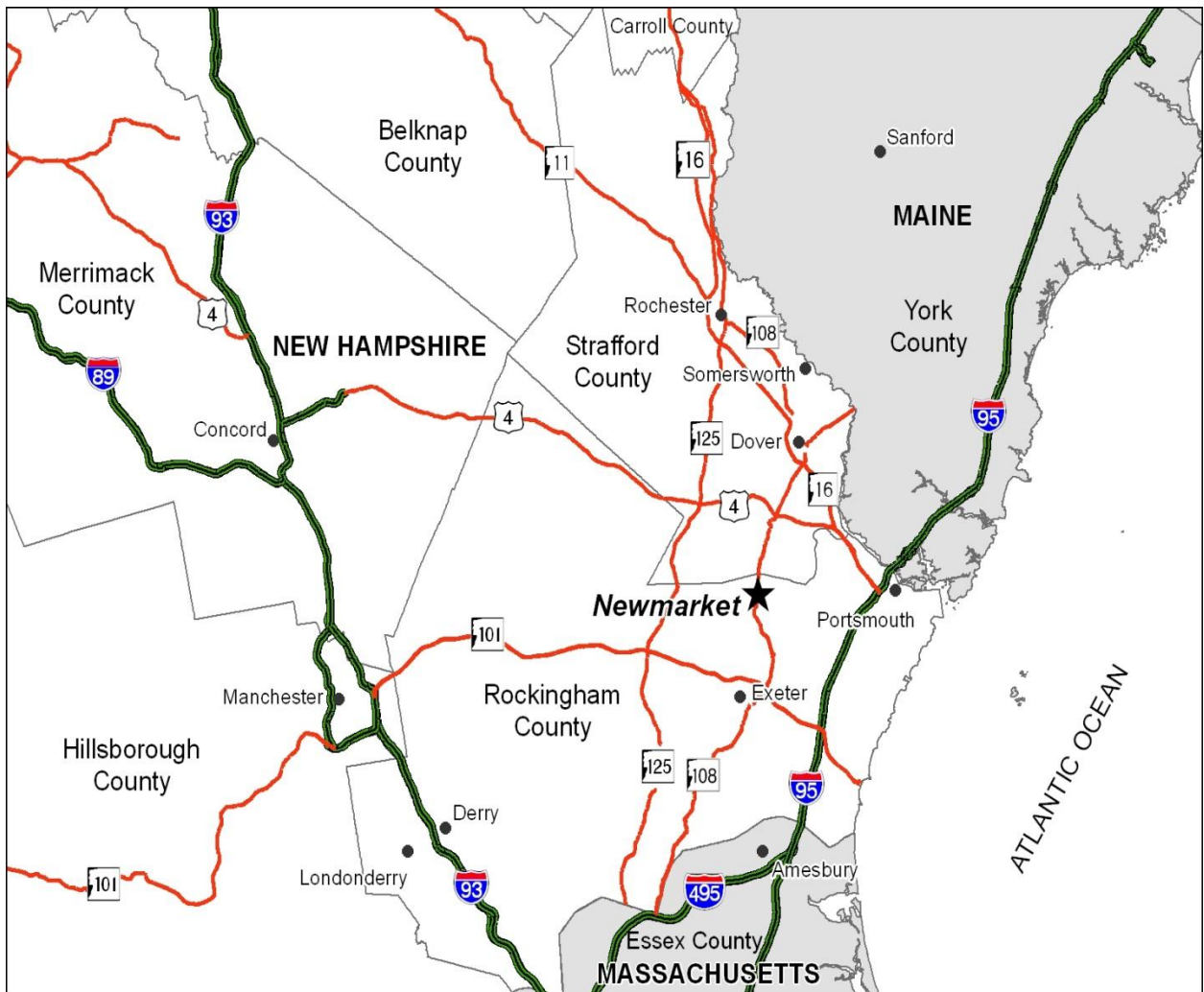
*Source: US Census Bureau, 2000 and NH Office of Energy and Planning
This represents the most recent and best available data*

Commuters working in other communities are likely to travel to specific destinations within a 50-mile radius of Newmarket. **Table 6-11** identifies regional employment centers, the distance from Newmarket and possible employment type. See also **Figure 6-6** that shows Newmarket in relation to the various centers within the region.

Table 6-11: Miles from Newmarket to:

Boston, MA	58	Major regional employment center—financial, professional and banking
Concord, NH	40	State capital; government and legal center
Dover, NH	9	Major medical center and major insurance company
Durham, NH	4	University of New Hampshire
Exeter, NH	8	Medical Center; Phillips Exeter Academy
Manchester, NH	36	Largest NH city; multiple businesses
Portsmouth, NH	14	Portsmouth Naval Shipyard, professional services and finance

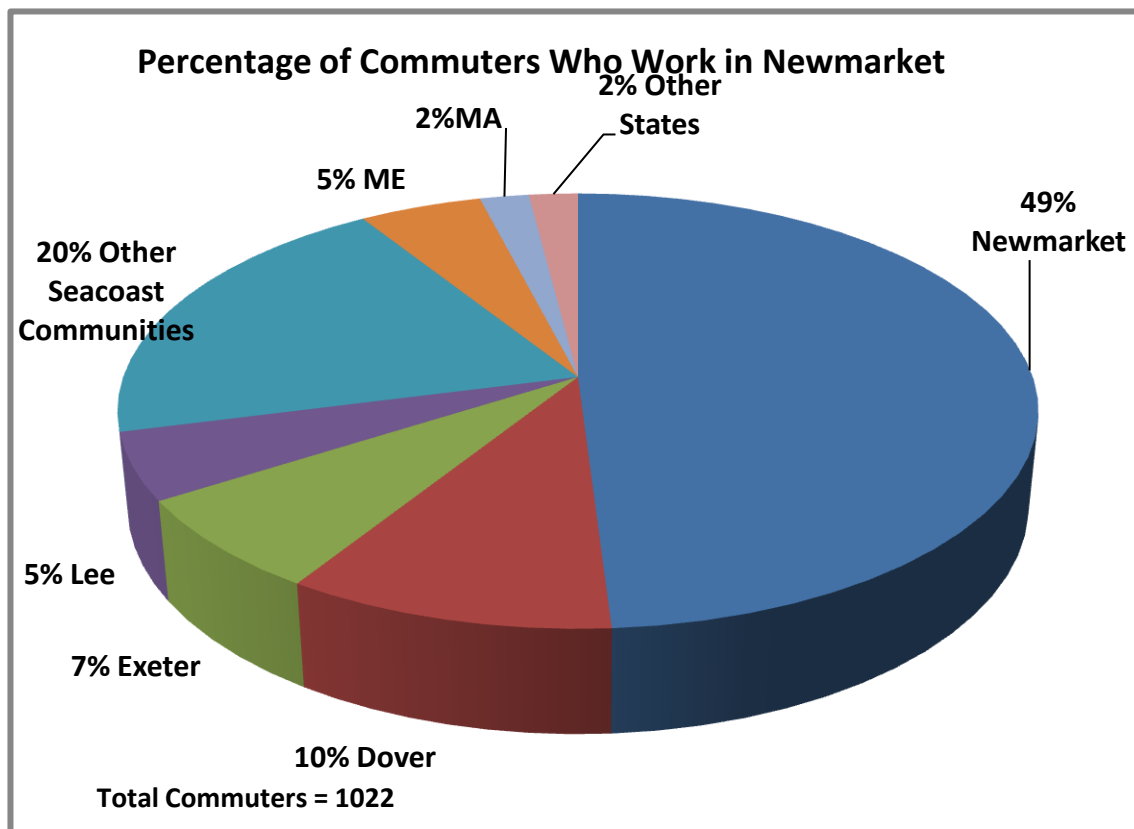
Figure 6.6: Newmarket's Relationship to the Region



Source: Strafford Regional Planning Commission, 2011

Forty-nine percent (49%) of the workforce in Newmarket comes from Newmarket as shown in **Figure 6-7**. The next highest number of commuters come from Dover at 10%. Most other workers come from Seacoast communities with a small number from Maine (5%) and Massachusetts (2%). Another 2% come from other states.

Figure 6-7: Where Workers in Newmarket Live



*Source: 2000 US Bureau of Census
The represents the most recent and best available data*

Primary Economic Nodes

Downtown Newmarket

Newmarket's central business district is primarily zoned as a M-2 mixed-use zone and and the M-1 mill district zone. The mill district consists of only about 12 acres that encompass the mill buildings, portions of which are used for residential use (Bryant Rock and Rivermoor Landing) and mixed commercial/residential use (Newmarket Mills). The redevelopment of the Newmarket Mills has been a primary goal of the Town under the direction of the Newmarket Community Development Corporation. (NCDC). The Newmarket Mills are located on the banks of the Lamprey River and the area has been designated as Tax Increment Finance (TIF) District. The mills are also part of a historic district which is listed on the National Register of Historic Places. Constructed in the 1800's, the mills have held a prominent place in the history of Newmarket.

Route 108 Corridor

This area includes most of the commercial properties along Route 108 north and south of the downtown except for some existing residential properties at the base of Great Hill and south to Forbes Road. This area is in the B-1 (General Business) Zoning District. Much of this area is currently developed with a mixture of residential and business uses, espe-

cially south of the railroad crossing as described in **Section A. Introduction.** There are also several undeveloped parcels along this corridor including one adjacent to the Newmarket Self-Storage facility and another one adjacent to the Great Bay Athletic Club.

North of the downtown, there is also a mix of residential and business activities. There are a number of auto-service related enterprises as well as professional offices, a laundromat and a hardware store. There are also several undeveloped parcels along this corridor, including one at 3 North Main Street and the vacant parcel across from the bowling alley. In 2003, the Town adopted new zoning provisions to increase design restrictions, yet provide greater flexibility for properties fronting on Route 108 to allow greater opportunities for mixed-use development.

Newmarket Industrial Park

This 25 + acre industrial park extends from Route 108 on the west to New Road on the east and is separated into two parcels by the Pan Am Railway line. Highway access to the site is by means of New Hampshire Route 101 from the west and east, Interstate Route 95 from the south and N.H Route 108 from the north. The area was previously a sand and gravel pit from which significant amounts of materials were removed.

The Industrial Park was originally developed in the early 1980's to attract "small, "clean" industrial facilities to the Town. At present, there are four business enterprises in the Newmarket Industrial Park—Russound, Colorado VNet, Vyn-All, and Profile Metal Forming. There are five buildings, two of which are fully occupied by Russound. All of the lots within the Industrial Park west of the Pan Am Railroad right-of-way have been developed and the Town has been pursuing the development of the eastern portion of the Industrial Park, in the area which has become known as Black Bear Commercial and Industrial Business Park.

Water and Sewer

Newmarket is serviced by a water and sewer system that covers most of the area around the downtown extending from the Durham town line in the north, to the Newmarket Industrial Park to the south and west to include most of the R-3 residential zone. There is one small sewer area at the end of Cushing Road on Great Bay at Moody Point. Well-functioning water and sewer systems are critical to economic growth and development in Newmarket.

Sewer

At present, the wastewater treatment facility has an annual flow of approximately 580,000 gallons per day (GPD). The Town's NPDES permit allows for 850,000 GPD, or a 270,000 gallon excess capacity. A recent 20-year build-out study was conducted by the Town to determine what, if any additional sewer capacity might be required. Based on the current rate of growth, the available land area (net buildable area) and development density based on current zoning, it was determined that approximately 905,000 gallons of capacity might be required or approximately 55,000 gallons greater than currently permitted.

Much of the equipment at the treatment facility has exceeded its expected useful life and obtaining replacement and repair parts is difficult. In the near future, the discharge permit limits for the wastewater treatment plant are going to become stringent as a result of water quality problems in Great Bay. The existing facility won't be able to meet those limits. The Town plans to move ahead with a new wastewater treatment plant upgrade and improvements to two of the Town's pumping stations.

Water

Newmarket's public water system serves approximately 5,000 of the town's residents and has approximately 2,000 water service connections. The water system withdraws water from two groundwater sources: the Bennett and Sewell Wells. These wells are located in the Newmarket Plains Aquifer, a sand and gravel aquifer off Route 152, west of the downtown. The water distribution system consists of a 750,000-gallon water tank, approximately 22 miles of water lines, over two hundred hydrants, and a booster station located on Folsom Drive.

In 2010, the Town commissioned an engineering study to evaluate current and projected water needs into the future which resulted in a ten (10) year capital improvement plan. It was determined that by 2030, the average daily demand for water would exceed 550,150 gallons per day (gpd). To meet projected water demands, the Town will need to increase the system supply and storage capacity and make improvements to the water distribution system. The report identified four (4) projects for implementation, including the development of the McIntosh Well, a new water storage tank and water main, pump station upgrades, and development of a new well on the "Tucker" property. (Source: AECOM, Town of Newmarket Water System Update and Capital Improvement Plan, October 27, 2010.) The Town currently is moving forward with a "high priority" project increasing the size of the water transmission line from Route 108 (near the car wash) to the Great Hill Tank to 16 inches in diameter in order to improve the hydraulics of the system.

Access and Transportation

Newmarket has direct access to a regional roadway network. It is serviced by a major state highway—NH Route 108—that runs north-south from the Massachusetts border north to Rochester and the Maine state border. This roadway is linked to I-95 by US Route 4 in Durham and NH Routes 33 and 101 in Stratham allowing rapid access to markets in Portland, Maine (60 miles) and Boston, Massachusetts (58 miles) as well as other markets via the interstate system. **See Figure 6.6 Newmarket's Relationship to the Region.**

The Pan Am Railway provides rail freight service and Amtrak provides passenger service. The railroad line runs along Route 108 and borders the Newmarket Industrial Park. The nearest passenger station is in Durham. There is also a station in Exeter. Public transportation is available with destinations throughout the Seacoast and main campus of the University of New Hampshire in Durham. Newmarket is within close proximity to the Manchester-Boston Regional Airport (35 miles west) and the Port of New Hampshire (17 miles east) as well as the airport at Pease International Tradeport that handles un-

scheduled commercial air cargo and international flights for charters and the military. There is also regional bus service to and from Boston and New York City.

Assessed Valuation--*Eighty-five percent of the town's total valuation comes from residential uses (up to 4 units).*

A town's assessed valuation is not only an indicator of its land use patterns and relative prosperity compared to other communities but also a gauge of the zoning regulatory choices that it has made regarding the mix of residential, commercial and industrial property in the town. It is also an indicator of its economic sector strength.

Table 6-12 provides a breakdown of the major Town assessor land use categories and the total assessed value of each both in terms of buildings and land for the period between 2000 and 2009. The total assessed value of all property in Newmarket now stands at approximately \$719 million. On a town-wide basis, 85% of the total town assessment is in residential development (single family, duplexes, and tri-plexes) including manufactured housing with about 23% of the residential assessment in undeveloped residential lands. Commercial/industrial assessment is approximately 14% and utilities comprise less than 1%. The commercial category also includes multi-family buildings (of greater than 4 units.)

From 2000 to 2009, the residential building (up to 4 units) value increased by nearly \$354,807,363 million or roughly 142%, while the commercial and industrial portion increased by nearly \$65,629,000 million or 150% percent.

Table 6-12: Town Assessor Land Use by Value

Land Use/Year		2000	2005	2009	% Increase 2000- 2009
Land in Current Use		\$496,547	\$533,353	\$506,003	2%
Land With Conservation Restriction				992	
Residential		\$249,850,137	\$561,797,539	\$604,657,500	142%
	Buildings	177,652,300	160,909,239	428,256,100	
	Lands	67,968,237	6,574,200	167,207,800	
	Manufactured Housing	4,229,600	394,314,100	9,193,600	
Commercial/Industrial		43,473,460	123,815,200	109,102,900	150%
	Buildings	34,024,700	42,593,300	72,033,200	
	Lands	9,448,760	81,221,900	37,069,700	
Utilities		2,707,500	4,761,000	4,887,500	81%
Total		\$296,527,644	\$690,907,092	\$719,154,895	143%

Source: Town of Newmarket Assessor 2010

Local Taxes and Tax Rates

Table 6-13 presents the changes in the local equalized property tax rate over the last decade. According to the New Hampshire Department of Revenue Administration, Newmarket's full value tax rate was at its highest in the year 2000, peaking at \$23.44. It declined to \$17.65 per thousand in 2005 and then started to climb again through 2009.

Table 6-13:
Newmarket Property Tax Rate History, 2000-2009

	2000	2005	2008	2009	2009 State Rank ^①
Newmarket	\$23.44	\$17.65	\$20.64	\$20.51	140
Durham	\$26.99	\$22.84	\$26.72	\$27.07	211
Lee	\$23.29	\$20.57	\$26.26	\$28.42	214
Epping	\$17.06	\$15.89	\$19.72	\$21.58	159
Exeter	\$25.62	\$17.92	\$20.23	\$22.05	167
Greenland	\$13.38	\$13.17	\$12.82	\$13.76	42
Newington	\$10.39	\$7.46	\$6.97	\$7.60	10
Stratham	\$16.63	\$14.88	\$17.29	\$17.89	84
Dover	\$20.25	\$16.88	\$19.33	\$21.70	162
Portsmouth	\$15.89	\$14.19	\$15.01	\$15.54	57
Newfields	\$17.92	\$18.24	\$20.96	\$28.43	149

Source: NH Department of Revenue Administration

1. Ranking order based on lowest to highest of full value tax rate

Newmarket's 2009 full value or equalized tax rate² of \$20.51 per thousand is lower than that of the surrounding communities of Lee, Durham, Newfields and ranks near the middle in comparison to all communities in the state. By comparison Berlin, ranked at 220 out of 234 communities, has a tax rate of \$41.40 while Newington is ranked 10th with a rate of \$7.60. Over the past ten years, Newmarket has managed to keep its rate relatively consistent compared to several neighboring communities where rates have increased substantially.

The tax rate of one community, compared to that of others in the region, can influence the marketability of property in a town. Relatively low taxes may positively influence the value of homes or businesses in a community, especially if nearby towns have appreciably higher taxes. Lower property tax rates are also one of the elements that are advantageous when attracting new commercial, retail, and light industrial firms as well as retaining existing business establishments which may be looking to relocate to other communities.

² Equalized Tax Rate or Full Value Tax Rate is based on having all communities at 100% valuation. This technique allows communities to be compared in terms of tax burden.

D. Recent Economic Activity

Downtown Revitalization

Newmarket has been involved in a multi-phase revitalization program in the downtown which has spanned several decades. The Town has recently completed a \$6.8 million Main Street Reconstruction Project which involved the replacement of water, sewer and drainage facilities; the removal of unsightly overhead wires, installation of new lighting and underground utilities, new sidewalks, crosswalks, landscaping, and pedestrian and streetscape improvements. The overall purpose of this project was to enhance the liveability and vitality of Newmarket's Business District.

During the construction of the project, the Newmarket Business Association (NBA) initiated a "We Dig Newmarket" program in cooperation with the Newmarket Community Development Corporation, Lamprey Arts and Cultural Association (LACA), and the Newmarket Recreation Department. This initiative brought events to downtown in order to maintain attention on the revitalization process that was underway. The following events were held in the downtown area: Summer Serenade Series, Halloween Haunt, live music, and the Ice Cream Social. Since renovations have been completed in the downtown, several new businesses have arrived.

Mill Redevelopment

The granite "trap rock" and concrete buildings, along Main Street and the Lamprey River, were purchased by the Newmarket Community Development Corporation (NCDC) from the "Essex Corporation" in 1997. The NCDC previously owned the mill buildings across the river on Bay Road, which were redeveloped and sold in 2001. Today, that complex is known as "Bryant Rock" and houses 36 condominium and rental units.

The Newmarket mills are an integral part of the historic town center and main business district in Newmarket. The downtown is the driving economic engine of Newmarket. Existing uses include retail shops, professional and personal services, Town offices, post office, churches, parks and residences. The Town's public library is located on the corner of Elm and Main Street across from the mills.

In 2009, the NCDC selected Newmarket Mills, LLC to redevelop the two historic mills on the east side of the Lamprey River. The development plan includes 120 units of residential units, including 16 artist live/work lofts, 35,000 square feet of commercial/retail space, and 5,000 square feet of civic space devoted to the arts and culture. The mill redevelopment project will include extensive public amenities, including a terraced courtyard, and various connections with the downtown, and a riverwalk along the Lamprey River. The second phase of the project involves development of 30,000 square feet of commercial/retail space and construction of a parking structure. Recently, the Town has received a transportation enhancement grant to construct an enclosed pedestrian bridge to connect the Newmarket Mills with parking on the westerly side of Main Street.

As part of the project the Newmarket Mills LLC, Inc. submitted an application to the Newmarket Town Council for Tax Relief for a three year period under Chapter 79-E, ***Community Revitalization Tax Relief Incentive***. This process was widely supported by the Town Council and Planning Board. Given the economic realities of the real estate market and the tightening of underwriting requirements, this mechanism proved to be an effective tool to help raise the equity that was needed in order to make this project financially feasible for the developer from a lending perspective. The project was also financed through private financing, federal historic preservation tax credits and “New Market” tax credits available through the New Hampshire Business Finance Authority.

In 2008, the Sufflex Company, a long time Newmarket employer in the mills, closed its doors resulting in the loss of 38 jobs. (*Source: New Hampshire Workforce Office 2008-2009*). One of the first endeavors of the Newmarket Mills LLC was to fit up 12,000 square feet of the space formerly occupied by the Sufflex Company for manufacturing, commercial and warehousing in the N/N-1 mill buildings. In April 2010 New England Footwear, makers of GoLite and ZT high performance running shoes, became the first tenants in the mill, relocating from Pease International Tradeport. The firm, which created 13 new jobs, now occupies 5,500 square feet of the space on the first floor of the mills for a retail outlet, office space and warehousing.

In January 2011, the second tenants were announced. A custom bicycle frame manufacturer, Independent Fabrication, from Somerville, Massachusetts will be occupying 11,500 square feet also in the N and N1 buildings along Main Street. The space will include room for production, a fit studio, offices, a showroom and amenities for the employees. A third company, BaileyWorks Bags, which makes handmade messenger bags and gear, will occupy another 3,000 square feet. The company will be moving from a location in Portsmouth. Initially, 15 new jobs will be created, and another 5 jobs are expected to be added within a year. These are very highly skilled jobs with starting salaries over \$50,000 a year. In addition, Chinburg Builders Inc. has opened a “Design Center” within the mills for marketing the residential units. Apartments within the mill are expected to be ready for occupancy in the fall of 2011.

The Newmarket mills project has been the cornerstone of the town’s revitalization program in support of local economic development by strengthening the central business district, encouraging new investment and jobs, and expanding the tax base. The economic viability of Newmarket’s downtown will be greatly enhanced through the rehabilitation of the underutilized mill buildings for new housing, retail, commercial and civic space, which will bring new residents and visitors and spur even further development and business activity. The project will also preserve a culturally and historically significant local landmark which will be listed on the National Register of Historic Places as well as a part of a nationally recognized historic district.

Other Economic Development Activity

During the past few years, there has been little business activity due to the economic recession. In 2008 Newmarket Storage expanded its self-storage business with an addition of an 8,400 square foot storage building and Shearwater Investment Corporation installed a modular storage structure for Vyn All, a vinyl product manufacturer, at 12 Forbes Road, at the Newmarket Industrial Park. For further discussion of recent economic activity, see **Appendix E, Commercial and Industrial Development in Newmarket since 2001.**

DRAFT

E. Challenges and Opportunities

Challenges are both Physical and Institutional

While Newmarket has a number of assets and opportunities for continued economic growth and development, there are several challenges to be managed. These include the Town's relative geographic situation—Newmarket has locational disadvantages when compared to other communities like Portsmouth, Newington, Greenland and Dover which are on major roadways or waterways. In order for Newmarket to effectively compete for its share of market, the Town needs to have readily available business and industrial sites to offer that are not only accessible and easy to develop, but also are serviced by water and sewer.

Another challenge for the Town is the lack of an organizational structure for economic development, fully staffed with resources to establish a visible and consistent economic development program to work with existing businesses and attract new ones. An economic development function within Town government could be instrumental in helping to facilitate the development process for prospective developers and streamlining requirements.

Newmarket Provides Numerous Opportunities for Business

Although, Newmarket faces several challenges to further its economic development goal, the Town has numerous existing opportunities for growth including:

- Zoned areas for business growth,
- Water and sewer infrastructure, and
- Business enhancement districts, such as Tax Increment Finance (TIF) districts and community revitalization district, as allowed by state enabling laws.

Existing Areas for Business and Commercial Growth

Currently, there are about 680 acres in Newmarket zoned for business and industrial use. These zones and their corresponding acreages include:

- 53 acres in the M-2 zone,
- 71 acres in the B1 zone;
- 295 acres in the B2 zone, and
- 263 acres in the B3 zone.

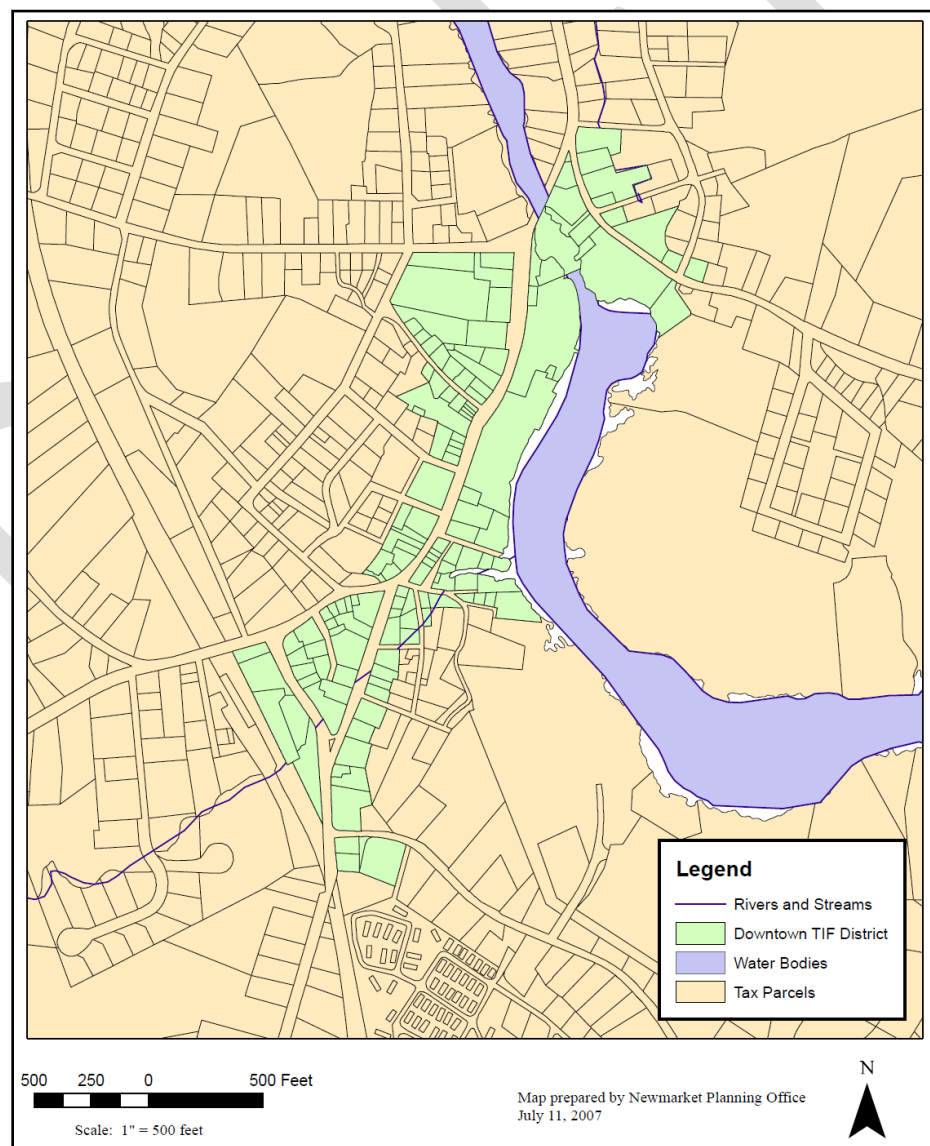
Note: Acreage data based on data from the recently completed Sewer Build-Out Analysis

M-1 Zone

The Mill Zone is located to the east of NH Route 108 in the downtown that incorporates the Downtown Tax Increment Finance (TIF) District. It includes all of the major mill structures. This zone is built out, but much of the mill space is underutilized and is currently being converted to business activity. **See Figure 6.8**

A TIF is a special tax district used to promote commercial and industrial development. A TIF provides financing for public infrastructure improvements (sewer, water, roads) using the new tax revenue created by the new, expanded, or renovated commercial property within the district. After a TIF district is established, the base value and corresponding taxes are set as a baseline. Any increase in property value within the district (through new construction, expansion, or renovation) will result in an “incremental” increase in taxes above the baseline. All or a part of this increase is used to pay for infrastructure improvements (sewer, water, roads, etc) within the district. When used properly, these districts can be used to encourage businesses to locate and expand in Newmarket.

Figure 6.8: Downtown TIF District



M-2 Zone

The M-2 Zone is located in the downtown area of Newmarket incorporating most of the retail and high density residential area west of Route 108. This area generates much retail economic activity, although it is mostly built out.

B-1 Zone

The B-1 Zone straddles Route 108 north and south of the downtown. As noted in the section on Primary Economic Nodes, the section of this district south of the railroad crossing on Route 108 to Kent and Pelczar's Funeral Home is already built out, primarily with numerous commercial and retail services. It provides minimal opportunity for new business growth except for a small area adjacent to Railroad Avenue near the railroad tracks. However, it is prime for the conversion of residential uses to commercial and mixed-use development. The zoning in the B-1 zone should be examined and revised, as necessary, to provide more flexibility and assure opportunities for this type of development are possible within this district.

North of downtown, while there are several commercial enterprises, there is potential for additional commercial activity. Recently, the Town was approached by a developer interested in building a 80,000 to 90,000 square foot mixed-use community shopping center on North Main Street. The developer envisions a center that will include a grocery store, pharmacy, restaurant, and bank, and offers a full range of services to Newmarket residents. The center will be based on a village or traditional Main Street design concept with denser, more compact buildings, which blend with the architectural and historic character of the Town. The proposed center will provide divided landscaped parking aisles and green spaces and courtyards with benches and room for social interaction, events, and food vendors.

B-2 Zone

In contrast to the B1 zone, most of the B2 zone is currently undeveloped. The B2 zone primarily consists of land areas located in the southern half of Town off Route 108 and on the east side of Route 108 and the Pan Am railroad right-of-way behind the Newmarket Self-Storage Facility, including the existing Newmarket Industrial Park.

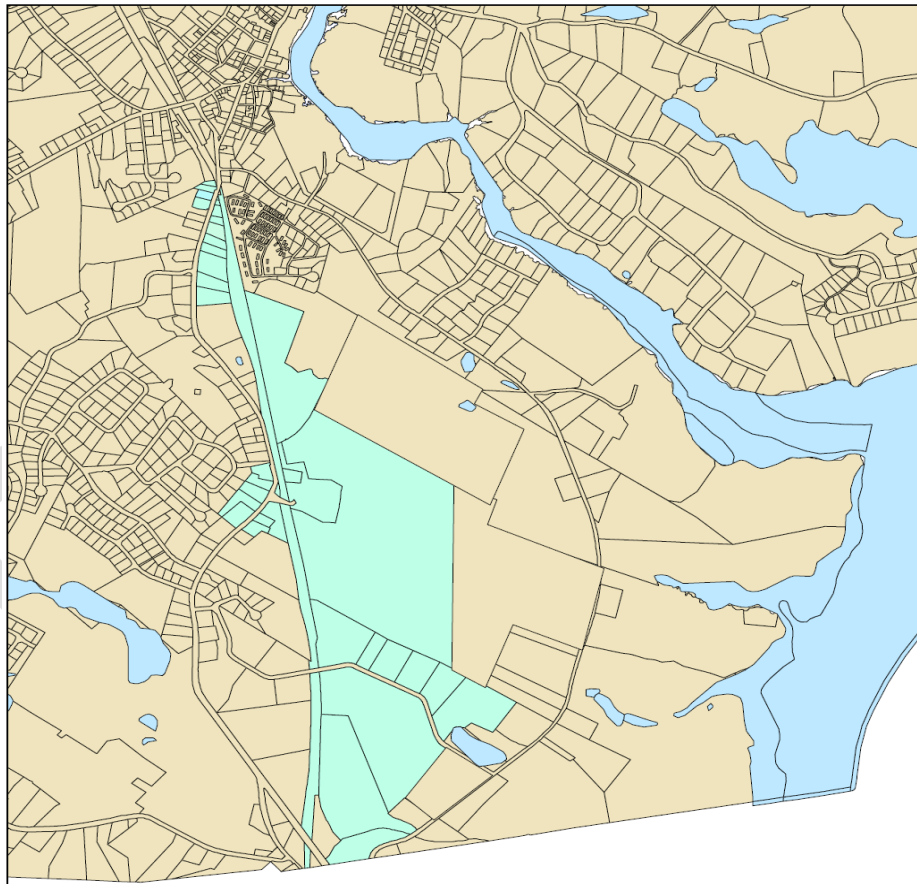
Black Bear Tax Increment Finance District

The Black Bear TIF District, established in 1998, is directly east of the Newmarket Self-Storage Facility. It includes, in part, what was previously referred to as Phase 2 of the Newmarket Industrial Park east of the Pan Am Railroad right-of-way. **See Figure 6.8.** This right-of-way has been an impediment to development of this area. The District originally comprised of approximately 140 acres and in 2004, the Town added 21 acres to the TIF with the purchase of Wilson property. Because of its large size and proximity to Route 108, this area, along with the downtown mills, is considered to have the best potential for substantial commercial and industrial development in Newmarket.

Over the past 13 years, there have been a number of proposals considered for this area, but there have been no developments. The most recent activity for development of this property was in 2009. A proposal was brought forward to locate a Boise-Cascade warehouse of 100,000 square feet for a lumber product and distribution facility. A fiscal impact study was conducted by the Town and concluded that the taxable value of the proposal was not sufficient to cover the costs of the requested public investment given the necessary infrastructure improvements.

The Town of Newmarket continues to actively pursue the development of the Black Bear Business and Industrial Park. Recently, the Town was approached by investors who are interested in building a “state of the art” green technology recycling facility in Newmarket. While the group is still studying the feasibility of whether operating such a facility would be viable in New Hampshire, they have expressed interest in locating their facility on property known as the “Wilson Farm” located within the Black Bear Business and Industrial Park.

Figure 6.9: Black Bear TIF District



**Town of Newmarket
Black Bear TIF District**

Town of Newmarket
Office of the Planning Board
181 Main Street, Newmarket NH 03857
www.newmarketnh.gov
603-959-9501 Revised 11/24/2010

0 495 990 1,980 Feet



In order for this property to be developed, it is imperative there be proper access. At present, the town is pursuing several options. One of these would be a crossing of the Pan Am railroad right-of-way (ROW) at Forbes Road that would connect the TIF with Route 108. The Town has secured approval from the PUC to make this railroad crossing. Currently, this option has been the subject of legal discussions between the Town and an abutting property owner.

A second option involves access from New Road, which would involve improvements to the road as well as the reconstruction of the railroad bridge over New Road. Since New Road intersects Route 108 in Newfields, it will also be necessary to have the cooperation of that community as well as the NH DOT for these roadway improvements to move forward. A third option involves a northerly access road from Route 108. This option would require the upgrade and widening of the existing railroad bridge. State and federal funding may be available for either of these two access options. A fourth option which was considered when the corporate headquarters of Celestica was considering to locate in Newmarket during the late 90's was the construction of a new bridge access across from the car wash on Route 108 north of the site.

B-3 Zone

In 2003, the Town Council created a new business district along Route 152 at its intersection with Ash Swamp Road and areas east and north to the Durham Town Line. The purpose of the district was to provide a large area for commercial, business, and industrial development within the Town. The area is predominantly made up of operating excavation pits. A major portion of the area is within the Town's wellhead protection area. Consequently, it has been determined that "low impact" commercial uses, such as office and light-industrial uses should be promoted in this area.

M-4 Zone

The M-4 Zone is approximately 148 acres at the southern entrance to Newmarket west of Route 108. The purpose of the current zoning is to allow for the continued use of the Rockingham Golf Course, while allowing for opportunities for future residential and commercial use. Although the property contains significant upland for development, approximately 50% is environmentally constrained by wetlands. There have been a number of proposals for this site, including most recently one for a new Newmarket high school and public recreation complex. This property appears to have value for a number of beneficial uses to the community and may provide an opportunity for Newmarket to employ a community visioning session to determine a suitable use or mix of uses.

Current Infrastructure Has Capacity

Newmarket is serviced by a water and sewer system that covers most of the area around the downtown extending to the Newmarket Industrial Park to the south. At present, the wastewater treatment facility has permitted capacity of 850,000 gallons per day (GPD) and is only using 580,000 GPD, a 270,000 gallon excess capacity. Since the Town plans

to upgrade the existing system to meet current water quality standards, there will be additional capacity built in, which should be sufficient for the foreseeable future.

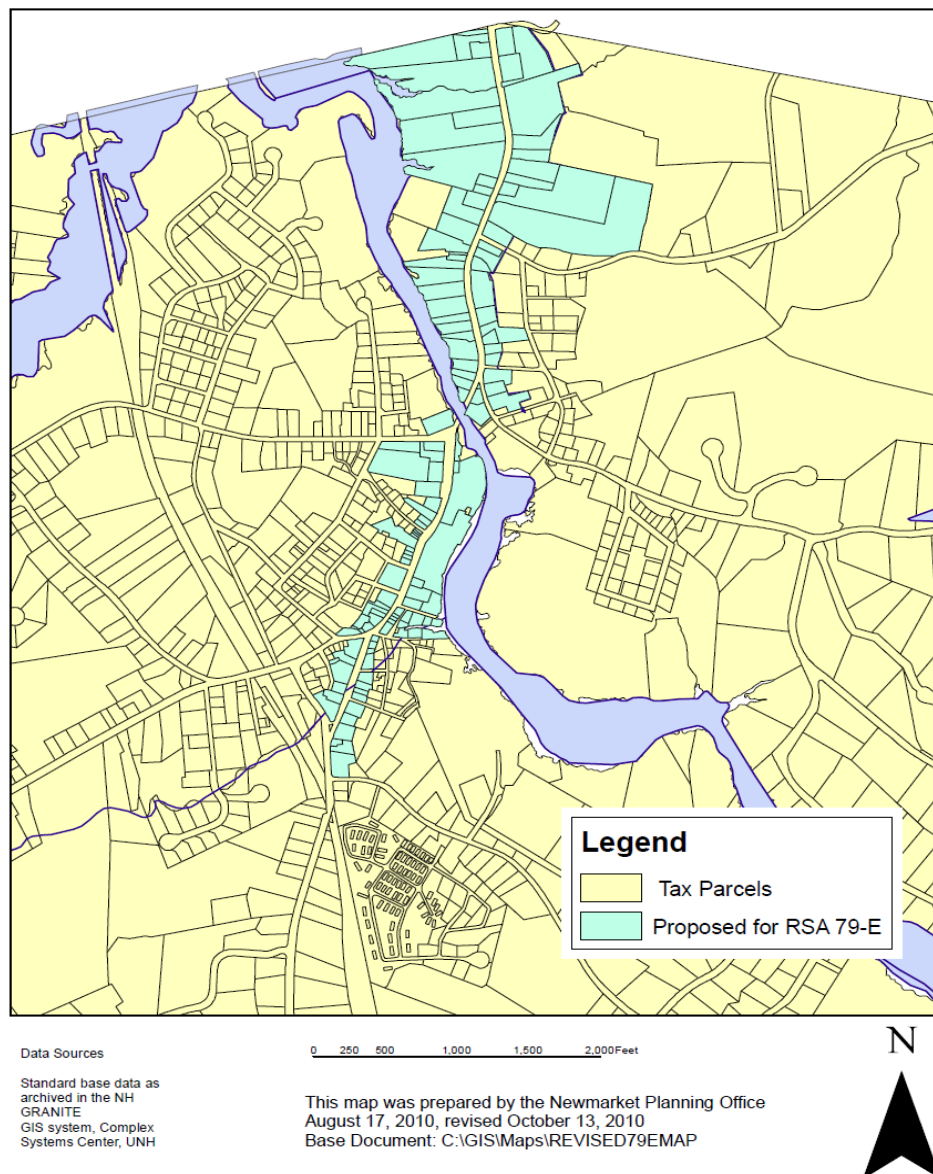
In addition, the water system has sufficient capacity for the near term. The Town has also undertaken system improvement plan to meet future demands through 2030.

Community Revitalization Districts under NH RSA: 79E

The Community Revitalization Tax Incentive program under New Hampshire RSA 79E is designed to encourage investment in downtowns and village centers. Its goal is to provide for the rehabilitation and adaptive re-use of underutilized historic buildings. In September 2010, the Town Council approved a Community Revitalization Tax Incentive District for Newmarket, which generally includes sections of the B-1, M-1 and M- 2 zoning districts along Route 108 from the Durham town line to New Road as shown on **Figure 6.10**.

Under this program the Town Council may grant tax relief for projects involving substantial rehabilitation, if they provide public benefits and are consistent with the municipality's master plan. The relief may be provided for a period up to 5 years, which may be extended for additional years if the project involves affordable housing; or is a structure eligible for listing on the National Register of Historic Places, or located within a National Register Historic District and is rehabilitated according to the Secretary of the Interior's standards for historic preservation.

Figure 6.10: Community Revitalization District under RSA 79E



In October 2010, the Town Council approved an application submitted by the Newmarket Mills LLC Inc. for tax relief under this program, which provided enough equity in order to make the approval of financing for the project possible. Having such a district presents opportunities for other businesses in the district.

Other Opportunities for Economic Growth

In addition to the existing opportunities for economic growth, there are a number of potential opportunities for such growth including the use of:

- cultural tourism,
- home-based businesses,
- high speed communications,

- entrepreneurship, and
- working with existing economic development institutions.

Cultural Tourism as an Economic Development tool

Cultural tourism is an opportunity for Newmarket to showcase its history and culture, stimulate economic growth and bring new dollars to the community. There are significant opportunities in Newmarket to capitalize on its history, architecture, cultural heritage and the “arts”³. Newmarket has many of the components to make a cultural tourism program successful—a rich history exemplified in its restored mills, a historic downtown, which is listed on the National Register and a number of cultural festivals and arts/entertainment venues for residents and visitors alike. When visitors come and spend their tourism dollars, they contribute to the success of local economy.

Arts within a Culture-based Community

Bellows Falls—A Case Study in Cultural Tourism

Like Newmarket, Bellows Falls is an older industrial community which experienced much decline in recent years and is currently experiencing an economic resurgence. Buildings have been rehabilitated and new businesses are springing up. This community has created a niche by marketing its rich and diverse cultural heritage by promoting themselves for its history and the arts--galleries, music, dance, artist cooperative, cultural events, and theatre. It is also part of the Connecticut River scenic by-ways program which has built a new interpretative center. The centerpiece of the arts program is the Rockingham Town Hall which underwent a \$3.7 million renovation from 2004–2006 that restored the former Opera House to accommodate both movies and live performances. It also has a self-guided walking tour of its historic downtown.

A number of communities have undertaken significant programs to establish an arts/culture based-program as a means to attract artists and visitors to their communities as an economic development strategy. Large cities like Portsmouth and Portland, Maine have been successful in this endeavor. The Town of Wolfeboro has used its location on the lake and its summer resort cache to establish a large summer art and music festival.

Newmarket has certain elements of the arts/culture based economy including such landmarks as the Old Stone Church, the new civic space in the mills and the Rockingham Ballroom. It also has community festivals such as the Newmarket Heritage Festival which is organized by the Main Street Corporation.

Civic Space

In 2004, the Lamprey Arts and Cultural Alliance (LACA) was formed to support and the arts, culture, and heritage of Newmarket. This group has hosted a variety of arts and cultural based programs and projects. During that same year, the Newmarket Community Development Corporation (NCDC) conducted a “public forum”. One of the ideas which culminated from the forum was to establish a community civic space within the Newmarket mills.

In 2009, the Newmarket Heritage and Cultural Center Committee, (NHCCC) was formed, as a subcommittee of

³ Cultural tourism is motivated by interest in the historical, cultural, and artistic qualities of a particular destination. It is shaped by a community’s lifestyles and traditions and its historic and cultural artifacts. It envisions travel to a particular place to attend festivals, visit historic sites, view architectural resources, attend locally based entertainment, and experience local art.

LACA, to consider how the space in the mills could be developed and who would manage such a space. In these early discussions, a number of community groups were involved including the Newmarket Historical Society and the Veteran's Committee. The Newmarket Community Development Corporation (NCDC) has provided assistance to the Committee by hiring an architectural firm with experience in designing other public spaces in older buildings. An architect's concept for the project was developed. The facility would be multi-faceted and include the opportunity for a number of events to be held at the same time. The proposal includes a galley/partitioned classroom, performance area, an exhibit area, ADA access, meeting rooms, restrooms, offices, a kitchen and seating for 100 guests. The committee has been working hard to raise public awareness of the project and will be kicking off a capital campaign shortly to raise \$650,000 to complete outfit the space and address life safety issues. The group intends to form an IRS 501.c 3 non-profit organization to manage the space.

When the Request for Proposal (RFP) for redevelopment of the mills was written by the NCDC, it stated any proposal would have to include at least 2,500 square feet of civic space. In the final negotiations with the Newmarket Mills, LLC Inc., the public space has been increased to 5,000 square feet.

Route 108 Scenic and Cultural Byway

The Federal Highway Administration (FHWA), in cooperation with the NH Department of Transportation (NH DOT), sponsors a scenic and cultural byway program that provides a designation to specific highways or highway segments that have significant historical/cultural/scenic quality. The proposed NH 108 project would link the towns of Exeter, Newfields, Newmarket, Durham, Madbury, Dover and Rollinsford with a Great Bay/waterpower/mills theme. The Strafford Regional Planning Commission (SRPC) has received funding assistance from the NH DOT and is moving forward with planning activities in the individual communities in order to gain eligibility for this program.

The designation brings with it opportunities and access to federal funding for signage and promotional activities. The By-way would be promoted by NH DOT. The designation encourages visitors to this area to travel these routes, encouraging them to visit the local communities and learn about the town's history heritage. Upon designation there would be an oversight/advisory committee with members from each community.

The Lamprey River and Great Bay Estuary, unique resources not to be overlooked

The Lamprey River and Great Bay Estuary are unique natural resources which should not be overlooked for their economic values. The Lamprey River corridor is a diverse extensive wildlife habitat with picturesque scenery with small rapids and falls in wooded areas, and a number of endangered and threatened bird species. A portion of the river is protected under the federal Wild and Scenic Rivers program of the National Park Service and the entire river has recently been designated for protection under the New Hampshire Rivers Management and Protection Program by the New Hampshire Legislature.

The river and the estuaries provide endless opportunities for outdoor recreation, including canoeing, fishing, swimming and tubing. , and trails for hiking, jogging and cross-country skiing can be found along the river corridor on town-owned lands, and the scenic, natural features and historic sites along the way providing educational and recreational opportunities for all.

If a community has significant and attractive natural resources, as Newmarket does, people will be willing to travel from near and far to take advantage of those benefits. Once here, visitors will spend their tourism dollars on a variety of services including restaurants, hotels and lodging, supplies and equipment rental. That direct spending will obviously contribute to the local economy, bringing new jobs and demand for other businesses such as campgrounds, equipment rental, and specialty shops to support visitors. For example, the portion of the riverfront in the downtown provides a scenic setting to draw visitors to the riverwalk, for leisurely activities such walking and picnicking, fishing, boating, outdoor concerts, events, and festivals and opportunities for new waterfront businesses such as an ice cream shop, tackle and bait shop, kayaking rental facilities, a restaurant, and shops.

Promoting the Town's natural resources is important strategy in attracting new business. Many companies seeking to re-locate to an area have cited "quality of life", factors such as trails, green space, parks, conservation lands and recreation areas as reasons to locate in place. It is important for the Town to turn these resources into a focal point, "trade mark" and source of civic pride in positioning the community for economic development.

Home-Based Businesses

There are many people who work out of their homes either as a home-based business or as an employee who telecommutes. Numerous studies indicate the number of people who telecommute is steadily increasing. Working from home has many favorable impacts on the economy including reducing the need for certain types of services, such as increasing road capacity and day care and increasing the need for others (such as high speed internet connections, fax and mailing services). Home-based business should be recognized and encouraged as part of Newmarket's economic development program. Micro-Credit New Hampshire is one example of an excellent resource for small start-up businesses.

WI-FI

As of July 2010, Newmarket joined other communities in the Seacoast by connecting to Wi-Fi. This was a collaborative effort between of the Newmarket Business Association (NBA) and NCDC and the Town of Newmarket to bring a friendly and accessible atmosphere to the downtown. Wi-Fi access equipment has been installed along Main Street and residents and businesses in the downtown can use the town's connection for free.

Wi-Fi access is viewed by the merchants as a way to bring people to the downtown. The project was funded with a grant from the New Hampshire Department of Resources and Economic Development (NH DRED) and contributions from the NBA (\$4,500), the NCDC (\$1,500) and the Town (\$1,500).

A Common Vision for Economic Development.

Visioning is a process by which a community defines what it wants in the future. It is a collaborative approach to land use decision-making. A visioning process can bring people together by helping them identify shared values, purposes and goals, especially when it is unclear if there is consensus within the community on a particular course of action. There are a number of techniques which can be employed in a community visioning process. It can be achieved by conducting a public forum, a community needs survey and/or more focused public discussion groups. The process should be lead by an independent facilitator who is not a stakeholder in the outcome to assure the results are non-biased. The Cooperative Extension Program of the University of New Hampshire has successfully facilitated such meetings for communities within the State. Also, the organization, "Plan NH" will help finance the cost of bringing in a team of design professionals to focus on a specific project and through an intensive and interactive "design charrette" process which can help to solidify ideas and build the public support that is needed for implementation of a project.

The Town of Newmarket, working in concert with the Newmarket Community Development Corporation (NCDC), should engage in a community visioning process. The purpose of the process would be to explore opportunities and issues related to commercial and industrial development. This process will, not only to guide development and define new businesses and uses which would be appropriate, but help to lay the foundation for a development strategy for specific properties, such as for the Black Bear Business and Industrial Park. Once the desired uses are identified, a real estate consultant should be hired to conduct a market analysis to examine the potential demand for various uses, given factors such as demographics, growth in wages, salary and personal income, economic trends, locational advantages and market conditions. This study can assist the Town in targeting certain types of businesses. A similar analysis was completed by the Bonz and Company, Inc., real estate advisors in 2008 for the redevelopment of the downtown mills by the NCDC.

Marketing

Coordinated efforts need to be made to market the available commercial, industrial, space in the Town. Several unique aspects of Newmarket that can be marketed for businesses. These unique characteristics should be realized, identified and protected. Such characteristics are community assets that will serve to attract visitors and businesses.

These include:

- Newmarket's downtown with its compact building and historic character,
- a small town streetscape along a busy street with numerous shops,
- access to, and scenic views of, the Lamprey River and Great Bay

Other communities in the region have successfully marketed their communities for economic development. For example, one local community recently sponsored a downtown "Open House" for real estate brokers, agents, expanding businesses, entrepreneurs, and investors. The event is touted as a "one stop shopping" opportunity at which participants can tour available commercial sites, consult with city officials and learn about different incentives for developments, special events, and lower costs cooperative advertising.

Business Outreach Program

Many economic development organizations sponsor business outreach programs to encourage new business and retain existing businesses. Local business volunteers or "Ambassadors" representing business and local government regularly visit existing businesses in an effort to improve the local business climate or promote new businesses within a community.

Such a program could also serve as an ombudsman program with a more specific purpose for troubleshooting, problem solving, or removing roadblocks for businesses that can be solved through better communication and dialog. For example, through our economic development process, town officials learned of a continuing issue of traffic congestion during peak commuting times at the Route 108/Forbes Road intersection at the entrance of the Newmarket Industrial Park. By engaging in communication with one of the representative from local industry, it was suggested that problem could be easily solved by placing a police officer at the intersection at peak periods times to help mitigate the traffic issues to the satisfaction of the local businesses.

This process can be expanded to reach out and invite businesses outside of the community to expand or start a new business. The goal is to stimulate interest in the community and promote the community as business friendly. The program usually involves the education of the ambassadors and providing promotional materials to share information with prospective individuals or businesses. After the local ambassador pays a visit, there may be follow-up by the community's economic development professional who invites the prospective business for a tour of the community.

Entrepreneurship and Technology

Newmarket is geographically close to the University of New Hampshire (UNH) and many university faculty and staff live in Newmarket. The University has programs and services that might directly benefit Newmarket from student projects to technology and research programs that might be suitable for local businesses. Among these include:

- New Hampshire Innovation Research Center (NH IRC) – a matching grant program funded by the New Hampshire Legislature that connects New Hampshire companies with expertise at research universities (primarily UNH and Dartmouth) to solve scientific or technical problems. It has awarded more than \$6 million to 129 companies.
- New Hampshire Innovation Commercialization Center (NH ICC) – a partnership with the University of New Hampshire located at the Pease International Tradeport dedicated to accelerating the development of early stage high technology startups. This center provides expert advice, business services and seed money to new companies including those that are using UNH-patented technology.
- Enterprise Integration Research Center – conducts research focused on emerging technologies management, innovative IT applications and global enterprise management and engages in teaching initiatives and educational outreach
- UNH InterOperability Laboratory (UNH-IOL) – Acting as a non-profit, independent test lab, works with vendors of computer communication devices to resolve complex networking issues and to foster multi-vendor interoperability and/or conformance to standards while educating students for future employment.

One of the offshoots of such research and technology transfer is the opportunity to establish small businesses that have identified a particular market niche and need space and support to get the business “off the ground”. Newmarket’s proximity to UNH and its vacant mill space provide great opportunities for such businesses.. By providing “incubator” space, such business may have the support necessary to establish a viable business.

Organizations Involved in Economic Development

There are a number of organizations in and around Newmarket that provide direct and indirect assistance for promoting economic growth and development.

Newmarket Community Development Corporation

The Newmarket Community Development Corporation (NCDC), established in 1983, has been working for nearly three decades to promote positive development in Newmarket. The NCDC is a, quasi-municipal, private, non-profit corporation that has the legal authority to negotiate and contract with potential real estate developers for the purpose of promoting economic and community development within Newmarket and expanding the tax base consistent with the town's Master Plan. The NCDC's most recent accomplishment has been the redevelopment of the Newmarket Mills which involved acquisition of the mill buildings and property, soliciting a developer and working directly with the developer through a Developer Agreement. This organization provides a significant benefit to the town by its ability to develop and redevelop property through private-developer agreements, thereby providing a benefit to Newmarket taxpayers and residents as well as visitors to the town.

Newmarket Business Association

Established in 1993, this group of local businesses promotes business interests in Newmarket. The NBA works directly with the town administration and the NCDC to promote Newmarket to existing and potential businesses. A key element in attracting new business is the success of businesses that already exist in Newmarket. Unlike other communities with chambers of commerce or economic development officials, Newmarket relies on the NBA to assist existing businesses and new businesses that may encounter issues with business start-up. The NBA also awards scholarships each year to Newmarket High School graduates who seek business degrees. The NBA also supports the Heritage Festival each year.

Newmarket Main Street Corporation

The mission of the Newmarket Main Street Corporation is to promote comprehensive downtown revitalization and maintain and strengthen the economic, historic, and cultural characteristics of Newmarket, preserving the legacy for generations to come. To reach this goal the Main Street Corporation has undertaken a number of community projects. First and foremost, the Main Street Corporation sponsors the annual Newmarket Heritage Festival which celebrates the community and its diversity and provide a cultural experience for residents of the Seacoast region. The Corporation also implemented the Engine House restoration project in the downtown which honors Newmarket's past and the value of historic preservation within the community. In February 2004, the Corporation facilitated a discussion about Newmarket's cultural and economic future, which laid the ground work for the creation of public space within the mills.

Regional Economic Development Center (REDC) of Southern New Hampshire

REDC is a regional non-profit economic development corporation based in Exeter that assists businesses within 30 communities with business planning, lending and financing. The REDC also prepares a Comprehensive Economic Development Strategy (CEDS) to guide the economic growth of an area. It coordinates the efforts of individuals, organizations, local governments, and private industries concerned with economic development. Newmarket has two projects that have been included in the CEDS—the Lamprey River Mill Redevelopment Project and the Black Bear Business and Industrial Park (included in the Black Bear TIF District). The REDC provides to access revolving loan funds for economic development activities as well as other grant programs.

Federal and State Partners for Economic Development

There are also a number of state and federal level organizations that can provide economic development and business assistance programs

Small Business Development Centers—The SBA also funds local Small Business Development Centers that provided direct assistance to small business. The main office is located at the Whittemore Business School at UNH which serves Newmarket. It has a certified full time business adviser to provide long-term management advice to small businesses

US Small Business Development Administration (SBA)--provides loan guarantee programs to local business through area banks. Also funds Small Business Development Centers. (See below.)

US Economic Development Administration (EDA)--provides matching funds to communities with high unemployment rates.

US Rural Development Administration (RDA)--formerly the Farmers Home Administration, it provides grants and loans for water, sewer and wastewater. The RDA also provides loan guarantees to local businesses.

NH Department of Resources and Economic Development (DRED)--This department sponsors various grant programs such as Community Economic Development Planning Grants, the Economic Development Match Grants, and Telecom and Technology Grants.

NH Community Development Finance Authority (CDFA)--manages the Community Development Block Grant Program that provides funding for infrastructure and economic development. The CDFA also operates a small business revolving loan program and provides loans to housing trusts to construct and improve affordable housing.

NH Business Finance Authority (BFA)--can sell tax exempt bonds to large companies that might relocate to NH and can guarantee bank loans to small businesses in cooperation with the SBA. The Newmarket Mills LLC Inc. used “New Market” tax credits through the BFA for the mill redevelopment.

For further information on these agencies see both **Appendix B, Partners and Resources for Economic Development**, and **Appendix C, Tools for Economic Development**

F. Action Plan

Goal

Work to retain Newmarket's current businesses while providing opportunities for economic growth and activities, which will strengthen the Town's "economic base", provide employment for Newmarket residents and enhance Newmarket's position in the regional economy.

Objective 1: Initiate an economic development program to oversee economic development activity in Newmarket.

Actions

- ED 1.1: Establish an official town Economic Development entity to provide policy direction and oversee the implementation of the town's economic development program, as articulated in this plan.
- ED 1.2 Establish an economic development function within the Town's government, provide funding within the budget to support economic development and assign appropriate staffing and responsibilities. Assign a single point of contact for economic development.
- ED 1.3: Engage in the "economic development network" to find out what others are doing and to work collaboratively with commercial/industrial developers and federal, regional and state agencies engaged in economic development, by becoming a member of the Northeastern Economic Developers Association.
- ED 1.4: Assist local businesses and prospective developers by providing information on grants, loans, tax credits, guarantees, equity and tax incentives and other resource information.
- ED 1.5: Seek grant funds and financing from state and federal agencies.
- ED 1.6: Prepare a listing and inventory of businesses and industries and the type and skill level of jobs provided in Newmarket. This could be undertaken by a college level student intern.

Objective 2: Retain Newmarket's existing businesses and industrial base.

Actions

ED 2.1: Establish a local business outreach program whereby business volunteers and town leaders meet with local industries and businesses to identify, assess and work to resolve local needs and overcome obstacles to future growth and expansion within the community. This program could also train business volunteers to serve as "ambassadors" to encourage new business through a business recruitment program.

ED 2.2: Develop an entrepreneurial assistance program, which provides small business owners with networking opportunities, technical assistance, and practical education in business management. The Newmarket Business Association could play an important role in making local businesses aware of available resources such as:

Technical Assistance

- International Trade Resource Center
- Vendor Matching Program, Office of Business and Industrial Development
- Procurement Technical Assistance Program, NH Department of Resources and Economic Development (DRED)
- NH Innovation Research Center

Business Planning and Management Workshops and Counseling

- UNH Small Business Development Center
- Service Corps of Retires Executives (SCORE)
- Great Bay Community College at Pease International Tradeport

See also Actions ED 8.1 and ED 8.2.

ED 2.3: Develop formal links with graduate and undergraduate business and technical programs at the University of New Hampshire MBA programs, the New Hampshire College MBA Program and the NH Community College System to facilitate technology and information transfer. Such relationships facilitate the matching of student academic and community service projects with local business needs.

Objective 3: Encourage and attract development of new diversified business and industry consistent with the Town's vision.

Actions

ED 3.1: Position the town for economic development by becoming pro-active in attracting new business and industry to locate in Newmarket. The Town should become involved in the "economic development network" to find out what others are doing and to work collaboratively with commercial/ industrial developers and federal, regional and state agencies engaged in economic development, by becoming a member of the Northeastern Economic Developers Association.

ED 3.2: Continue efforts to facilitate the development of the Black Bear Commercial and Industrial Business Park.

ED 3.3: Conduct an inventory of underutilized, vacant commercial and industrial parcels and buildings within the Town.

ED 3.4: Undertake a marketing program to attract new businesses to Newmarket and retain existing businesses. This program should include:

- Updating the economic development brochure and consider a flash drive format, as an alternative for providing information about the economic development assets of the town.
- Developing, and keeping current, a website for economic development on the Town's web site. The website should include the town's point of contact for economic development, a community profile, Newmarket's current economic conditions, setting, trends, and factors affecting economic development as well as a current listing of available business space. The site should also include a public relations information section promoting Newmarket as a place to do business. Other features might include information (links) on local newspapers, business relocation assistance and resources available for financing. A link to the Seacoast Board of Realtors and New Hampshire Commercial Investment Board of Realtors listings would be helpful.
- Incorporating the results of the NBA "branding" exercise into the marketing program—expressing the "heart" of what is unique about Newmarket, the image we are trying to promote, who we are and what our assets are for attracting new business and economic growth.

ED 3.5: Define the type of commercial/industrial development that is suitable for Newmarket, assess the market potential for this type of development, and prepare a marketing strategy to attract the desired business development that offers high skilled jobs. For example, examine the possibility of competing for new types of commerce and development.

This type of business marketing should be done in the context of the following questions:

- What type of impact will this type of use have on future commercial and industrial development of the Town and the immediate area?
- What types of employment opportunities are promoted by existing and proposed uses?
- How does the type of use affect the character of a community?
- What service does the proposed use provide the citizens of Newmarket?
- What financial costs, if any, does the proposed use place upon the citizens of Newmarket?
- What environmental impacts/costs does the proposed use place upon the residents of Newmarket?

ED 3.6: Identify and evaluate large tracts of land which could be available for economic development and assess the feasibility and desirability of development from environmental and development capability standpoint.

Objective 4: Continue to revitalize downtown Newmarket.

Actions

ED 4.1: Support requests for projects seeking to use RSA 79E as an economic development tool to foster the re-use and redevelopment of downtown buildings.

ED 4.2: Support the Newmarket Community Development Corporation's (NCDC) activities in pursuing specific redevelopment activities within the town and encourage appropriate "in-fill" development within the downtown.

ED 4.3: Market Downtown Newmarket as a distinct area. A group such as the Newmarket Business Association could engage in:

- Cooperatively marketing of downtown services and products;
- Sponsoring special events to draw visitors and tourists, particularly those that might take advantage of Newmarket's historic and cultural assets;
- Assisting with existing events such as Old Home Day and the Heritage Festival;
- Encouraging the installation of quality signage on Route 108 to direct tourists to downtown Newmarket. This may be accomplished through a collaborative effort with the Scenic Byways Program, the high school industrial arts class or one of the state's community technical schools.

ED 4.4: Promote pedestrian friendly, mixed use (residential and commercial) opportunities in the downtown, including such activities as outdoor cafes.

Objective 5: Ensure that Newmarket’s land use policies and regulation are consistent with the economic development goal.

Actions

- ED 5.1: Adopt Chapter 6 Economic Development of the Newmarket Master Plan as the official economic development strategy for the Town.
- ED 5.2: Evaluate commercial, industrial and retail zoning regulations to ensure that they are designed to encourage the type and quality of development that the Town determines it wants. Consider innovative zoning techniques, such as “form-based zoning”, as alternatives to conventional zoning. Re-examine commercial, business, and industrial zoning districts.
- ED 5.3: Examine and update the Table of Permitted Uses in the Zoning Ordinance as well as consider providing more flexibility in the determination of permitted uses.
- ED 5.4: Assess the development review process and assure that it provides flexibility, fosters a “business–friendly” atmosphere, while encouraging quality development. Modify development regulations, as appropriate, to combine and streamline the permitting process.

Objective 6: Provide a level of public infrastructure and services that enables economic development in a cost-effective manner.

Actions

- ED 6.1 Continue to assess the feasibility of access options for the Black Bear Business and Industrial Park and conduct a community visioning process to determine appropriate uses for the site and a framework for development.
- ED 6.2 Once access decided and a common vision is created for the Black Bear Business and Industrial Park, the Town should hire a consultant to prepare a Master Development Plan for the park which identifies a potential layout of development parcels, proposed road way and parking areas, easements, building layouts, parking areas, water and sewer extensions, drainage areas, and lands to be preserved for conservation and open space.
- ED 6.3 Apply for federal and state funding assistance through the Rockingham Economic Development Center (RECD), Economic Development Administration (EDA), and New Hampshire Community Development Finance Authority (NH CDFA) under the Community Development Block Grant (CDBG) Feasibility program to hire a consultant(s) to accomplish ED 6.1 and ED 6.2 as described above.

ED 6.4: Advocate for funding from the NH Department of Transportation (NH DOT) through the regional transportation planning process for a corridor study along Route 108 to properly coordinate development, access and traffic improvements.

ED 6.5 Continue to invest in public infrastructure such as roads, bridges, sewer and water facilities and multi-modal transportation systems.

ED 6.6: Continue efforts to upgrade the water and wastewater systems to assure adequate water and wastewater capacity is available to meet current and future demands of residential, industrial and commercial land uses.

Objective 7: Support and expand opportunities for cultural activities, local arts and tourism.

Actions

ED 7.1 Support the endeavors of the Newmarket Heritage and Cultural Center Committee (NHCCC) , which is raising capital and seeking tenants for developing the public space it has acquired in the mills for the arts and cultural activities such as art studios and galleries, a discovery center, educational programs, musical and cultural events, and civic space.

ED 7.2: Establish an interpretive and outreach program to market the town's cultural and historical attractions, recreation facilities, conservation areas, and trails not only to its residents, but also to visitors to Newmarket as a way of promoting the Town as a potential outdoor recreation and cultural heritage tourism destination. Such activities could include:

- Development of a downtown kiosk to provide visitors with information about key points of interest in the town and ongoing events and activities. Seek funding through the state's joint promotional program to prepare a visitor's guide to Newmarket.
- Preparation of a self-guided downtown historic walking tour with interpretive plaques should be developed to promote Newmarket's history and culture. A system of "QR", quick response codes' could be used to interpret natural and historical points of interest without adding to or replacing signs.

ED 7.3: Work with the NH Office of Travel and Tourism to ensure that Newmarket is included in its state promotional activities including recognition of Newmarket as an historical mill community and tourist destination.

ED 7.4: Continue to work with the Strafford Regional Planning Commission and the NH DOT to establish a Route 108 Scenic Byway.

Objective 8: Update and enhance Newmarket's entrepreneurial and technology assets.

Actions

ED 8.1: Support and maintain the WiFi technology that has been installed within downtown and advertise the availability of WiFi for local residents, businesses, and visitors.

ED 8.2: Promote entrepreneurial and technological opportunities by taking advantage of the proximity of the University of New Hampshire and consider the possibility of establishing a business incubator.

See also Actions ED 1.3 and 1.4.

Objective 9: Establish a regional approach to economic development activities.

Actions

ED 9.1: Consider a regional approach to economic development working in partnership with the regional planning commissions, the regional development corporation, and adjacent communities which may have mutual economic development goals.

ED 9.2: Continue to participate in the CEDS (Comprehensive Economic Development Planning Strategy) process of the Regional Economic Development Center of Southern New Hampshire (REDC).

In the next Section G, an implementation plan will be presented which organizes the recommendations of the Action Plan by objective and categorizes them in order of priority as high, moderate or low priority. Generally, those activities that are considered high priority are to be accomplished within a 0-6 month timeframe, those that are moderate priority are to be accomplished within a 6 -18 month timeframe and those that are low priority are considered longer range priorities to be implemented within a 18 month to 36 month timeframe. For each recommendation within the action plan, a lead is assigned to a board, group, and town department to coordinate the activity with each partner, outside group or agency and who will be responsible to guide implementation.

G. 2011 Master Plan Update Implementation Guide				
Recommendations for Economic Development		Assigned Lead	Time Frame	Priority
1. Initiate an Economic Development Program in Newmarket.				
ED 1.1	Establish an official permanent town Economic Development entity to provide policy direction and oversee the implementation of the town's economic development program, as articulated in this plan	Town Council	0-6 months	High
ED 1.2	Establish an economic development function with the Town's government.	Town Council Town Administration	0-6 months	High
ED 1.3	Engage in the "economic development network" to find out what others are doing.	Town Administration Economic Development	On-going	High
ED 1.4	Assist local businesses and prospective developers by providing information on grants, loans, tax credits, guarantees, equity and tax incentives and other resource information.	Economic Development	On-going	High
ED 1.5	Seek grant funds and financing from state and federal agencies to support economic development.	Economic Development	On-going	High
ED 1.6	Prepare a listing and inventory of businesses and industries, the type and skill level of jobs, and economic data base..	Newmarket Business Association Economic Development Town Planner	6-12 months	Medium
2. Retain Newmarket's existing businesses and industrial base.				
ED 2.1	Establish a Business Outreach Program whereby business leaders and town officials meet regularly with local industries and businesses to identify, assess and work to resolve local needs and issues in an effort to retain existing businesses.	Newmarket Business Association Town Administration	6 12 months	Medium
ED 2.2	Develop an entrepreneurial assistance program which provides small business owners with networking opportunities, technical assistance, and practical education in business management.	Newmarket Business Association Economic Development	On-going	Medium
ED 2.3	Develop formal links with graduate and undergraduate business and technical programs at the University of New Hampshire MBA programs, the NH College MBA Program and the NH Community College System to facilitate technology and information transfer.	Newmarket Business Association Economic Development	On-going	Medium
3. Encourage and attract development of new business and industry consistent with the Town's vision.				
ED 3.1	Position the town for economic development by becoming pro-active in attracting new business and industry to locate in Newmarket.	Town Administration Economic Development	0-6 months	High
ED 3.2	Continue efforts to facilitate the development of the Black Bear Tax Increment Financing (TIF) district for an industrial and commercial business park.	Town Council Town Administration	0-24 months	Medium

		Economic Development\ Black Bear TIF Committee		
ED 3.3	Conduct an inventory of underutilized, vacant commercial and industrial parcels and buildings within the Town utilizing the town's geographic information system capabilities and web site.	Economic Development Technology Director Tax Assessor Strafford Regional Planning Commission Technology Director	6-18 months	Medium
ED 3.4	Undertake a marketing program to attract new businesses to Newmarket and retain existing businesses. Promote the Town's natural and cultural resources as "quality of life" assets.	Economic Development Newmarket Business Association Technology Director	6-18 months	Medium
ED 3.5	Define the type of commercial/industrial development it wants, assess the market potential for various types of commercial and industrial develop, and develop a marketing strategy to attract the desired business development that offers high skilled jobs.	Town Council Economic Development Town Planner Planning Board	6-18 months	Medium
ED 3.6	Identify and evaluate large tracts of land which could be available for economic development and assess the feasibility and desirability of development from environmental and development capability standpoint.	Economic Development Town Planner	6-18months	Medium
4. Continue to revitalize downtown Newmarket.				
ED 4.1	Support requests for projects seeking to use RSA 79E as an economic development tool to foster the re-use and redevelopment of downtown buildings.	Town Administration Town Council	On-going	High
ED 4.2	Support the NCDC's activities in pursuing specific redevelopment activities within the downtown and encourage appropriate "in-fill" development..	Town Council Town Administration Planning Board	On-going	High
ED 4.3	Market Downtown Newmarket as a distinct area.	Newmarket Business Association Main Street Corporation	On-going	High
ED 4.4	Promote pedestrian friendly, mixed use (residential and commercial) opportunities in the downtown.	Newmarket Business Association', Newmarket Community Development Corporation	On-goings	High
5. Ensure Newmarket's land use policies and regulation are consistent with the economic development goal.				
ED 5.1	Adopt Chapter 6 Economic Development of the Newmarket Master Plan as the official Economic Development Strategy.	Planning Board	0-6 months	High
ED 5.2	Evaluate commercial, industrial and retail zoning, and development regulations to ensure that they are designed to encourage the type and quality of development that the Town determines it wants. Re-examine appropriateness of various business and commercial districts.	Planning Board Town Planner	6-18 months	Medium
ED 5.3	Examine and update the Table of Permitted Uses in the Zoning Ordinance and consider providing more flexibility in the determination of permitted uses.	Planning Board Town Planner	6-18 months	Medium

ED 5.4	Assess the development review process and assure that it provides flexibility, fosters a “business –friendly” atmosphere, while encouraging quality development. Modify development regulations, as appropriate, to combine and streamline the permitting process.	Planning Board Town Planner Building Official	6 –18 months	Medium
6. Provide a level of public infrastructure and services that enables economic development in a cost-effective manner.				
ED 6.1	Continue to assess the feasibility of access options for the Black Bear Business and Industrial Park and conduct a community visioning process to define appropriate uses and development strategy for the property. .	Town Council Town Administration Black Bear TIF Committee Newmarket Community Development Corporation	0 –6 months	High
ED 6.2	Develop a Master Development Plan for Black Bear Business and Industrial Park with public input, determine the highest and best use, prepare development guidelines and conduct preliminary engineering to determine infrastructure costs for access, sewer, water, storm water and other utilities.	Town Administration Black Bear TIF Committee Economic Development Town Planner Planning Board	6 to 24 months	Moderate
ED 6.3	Apply for federal and state funding to hire a consultant(s) to accomplish ED 6.1 and ED 6.2.	Town Administration Economic Development Town Planner	0-6 months	High
ED 6.4	Advocate for funding from the NH Department of Transportation (NH DOT) for a corridor study and traffic improvements along Route 108 to properly coordinate access and transportation improvements.	Town Administration Town Planner Strafford Regional Planning Commission Rockingham Planning Commission Town of Newfields	6 to 18 months	Moderate
ED 6.5	Continue to invest in public infrastructure such as such as roads, bridges, sewer and water facilities and multi-modal transportation systems.	Town Administration Water /Wastewater Departments	On-going	Moderate
ED 6.6	Continue efforts to upgrade water and wastewater systems to assure adequate water and wastewater capacity is available to meet current and future demands of residential, industrial and commercial land uses.	Town Administration Town Council Water /Wastewater Departments	On-going	High
7. Support and expand opportunities for cultural activities, local arts and tourism.				
ED 7.1	Support the endeavors of the Newmarket Heritage and Cultural Center Committee (NHCCC) , which is developing the public space it has acquired in the mills for the arts and cultural activities such as art studios and galleries, a discovery center, educational programs, musical and cultural events, and civic space.	Town Council Town Administrator Town Planner Planning Board	6 to 18 months	Moderate
ED 7.2	Establish a program to market the town’s cultural and historical attractions, recreation facilities, conservation areas, and trails not only to its residents, but also visitors to Newmarket as a way of promoting the Town as a potential outdoor recreation and	Newmarket Business Association Exeter Chamber of Commerce Main Street Corporation	On-going	Moderate

	cultural heritage tourism destination.	Advisory Heritage Committee The Historical Society Conservation Commission		
ED 7.3	Work with the NH Office of Travel and Tourism to include Newmarket in its joint promotional activities.	Newmarket Business Association Economic Development	6 to 18 months	Moderate
ED 7.4	Work with the Strafford Regional Planning Commission and the NH DOT to establish a Route 108 Scenic Byway.	Town Planner Economic Development Advisory Heritage Committee The Historical Society	0-12 months	Moderate
8. Update and enhance Newmarket's entrepreneurial and technology assets.				
ED 8.1	Support and maintain the WiFi technology within downtown facilities and ensure the availability of WiFi technology for local residents, businesses, and visitors.	Newmarket Business Association	On-going	High
ED 8.2	Promote entrepreneurial and technological opportunities by taking advantage of the proximity of the University of New Hampshire including the possibility of establishing a business incubator	Newmarket Business Association Economic Development	18-24 months	Moderate
9. Establish a regional approach to economic development activities.				
ED 9.1	Consider a regional approach to economic development working in partnership with the regional planning commissions, the regional development corporation, and adjacent communities which may have mutual economic development goals.	Town of Newmarket Strafford and Rockingham Regional Planning Commission REDC	On-going	Moderate
ED 9.2	Continue to participate in the CEDS (Comprehensive Economic Development Planning Strategy) process.	Economic Development Town Planner	On-going	Moderate

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Appendix A: Newmarket's Assets and Liabilities

Assets

- North/south access on Route 108 which is state highway
- Character of the town
- History, cultural and architectural resources and historic buildings
- Lamprey River
- Scenic qualities of Great Bay
- Cultural arts interest
- College town atmosphere with the University nearby,
- Access to University academic and technical resources
- Availability of water and sewer infrastructure
- Newmarket Community Development Corporation
- Quality of life
- Public transportation
- Walkability of the town, sidewalks in the urban neighborhoods, ability to walk to downtown
- A core of buildings along the Main Street that are still intact
- High density neighborhoods
- Availability and diversity of housing stock
- Quality recreation and community facilities
- Quintessential, small town feeling
- Large amount and quality of open space/trails
- An active business community/Newmarket Business Association (NBA)
- A caring and engaged citizenry
- Culturally and economically diverse community
- The Heritage Festival
- Progressive town programs and policies, such as the TIF, and downtown program
- Access to economic development resources and tools, such as the Rockingham Regional Development Center (RRDC), and the New Hampshire Department of Resources and Economic Development (NH DRED)
- Newmarket is located in New Hampshire which lacks a sales and Income tax; has been rated one of the most liveable states in the union; has a low crime rate, and offers a stable labor force and high quality of life.
- Farmers Market

Liabilities

- Some perceive the permitting process as being difficult and time-consuming pointing to the need to find ways to streamline regulations and make the process more efficient
- Locational disadvantages, town is situated somewhat off the "beaten path"
- Lack of readily available industrial sites with access and water and sewer
- Not a large staff and resources available for economic development
- Lack of organizational structure to conduct economic development in a comprehensive fashion

DRAFT

Appendix B: Partners and Resources for Economic Development

Federal

Northeastern Economic Developers Association
US Department of Commerce, Economic Development Administration
US Department of Housing and Urban Development, Small Business Administration
Workforce Opportunity Council
US Department of Agriculture (Rural Development Program)
US Department of Housing and Urban Development (Community Development Block Grant Program)

State

NH Department of Resources and Economic Development
NH Office of Energy and Planning
NH Department Employment Security
NH Business Finance Authority
New Hampshire Housing Finance Authority
New Hampshire Community Loan Fund
New Hampshire Community Development Finance Authority

Regional

Rockingham Economic Development Center
Granite State Economic Development Corporation
Exeter Chamber of Commerce

Local

Newmarket Business Association
Newmarket Community Development Corporation

Appendix C

Tools for Economic Development

Newmarket wishes to have a strong, diversified local economy to stabilize its tax base, provide economic opportunity and employment for its citizens and maintain and enhance the opportunities for long-term economic growth. In an effort to establish and maintain a long-term economic development program, there are number of tools and resources that Newmarket can consider.

Below is a brief summary of information of programs for communities for purposes of supporting economic development.

TAX INCREMENT FINANCING (TIF) DISTRICT: This program allows the city/town to finance infrastructure improvements through bonds that are paid back from the dedicated new taxes that the improvements support. Once the bond is paid back, the taxes then become part of the general revenue fund. For more specifics and examples, see:

<http://www.nh.gov/oep/resourcelibrary/referencelibrary/t/taxincrementfinancing/index.htm>.

ECONOMIC REVITALIZATION ZONES (formerly CROP ZONES): This program allows a community to designate a geographic area(s) within its boundaries to attract business development. Businesses that meet certain qualifications, such as creating new jobs, improving facilities, and purchasing equipment may qualify for a credit against their state business taxes. For further information, see:

<http://www.nheconomy.com/business-services/business-assistance-programs/incentive-programs.aspx>.

COMMUNITY DEVELOPMENT BLOCK GRANTS: Administered by the N.H. Community Development Finance Authority, this program allocates federal funds for approved projects that meet certain guidelines. One of the most significant aspects of these projects is that each must promise to create a certain number of jobs to people from low- to moderate-income households. Communities typically participate in the application process along with the regional economic development corporation. For further specifics, see:

http://www.nhcdfa.org/web/cdbg/cdbg_grants.html#Economic%20Development%20anchor.

RURAL DEVELOPMENT: The federal US Department of Agriculture sponsors many programs to support rural areas by funds targeted to improving their infrastructure, businesses, and resource availability. For assistance for “Rural business and cooperative programs”, see:

<http://www.rurdev.usda.gov/vt/vtbuscoop.htm>. For the information about the “Community facilities program”, see:

<http://www.rurdev.usda.gov/vt/vtnhcf.htm>.

COMMUNITY REVITALIZATION TAX RELIEF INCENTIVE-79E PROGRAM: This program allows communities to grant property tax relief for projects/renovations that improve designated areas of their downtown or town center. See:

<http://www.gencourt.state.nh.us/rsa/html/NHTOC/NHTOC-V-79-E.htm>.

COMMUNITY DEVELOPMENT INVESTMENT PROGRAM: This program accepts applications for community projects to receive NH tax credits which are then sold to raise money to fund the projects. Tax credits are sold to businesses which use seventy-five percent of the value of the credit purchase price to offset their business taxes. Federal business tax deductions may further increase the value of the tax credits. See:

http://www.nhcdfa.org/web/cdip/cdip_overview.html.

TOURISM GRANT PROGRAM: This matching grant program, the Joint Promotional Program, is sponsored by the N.H. Division of Tourism to encourage development of events and resources to bring tourists to New Hampshire. This web-link provides more details:

<http://www.resourcenh.org/page.php?page=jppinstate>.

NH DIVISION OF ECONOMIC DEVELOPMENT GRANTS: Various grant programs exist, subject to availability of funds. For information about the Community Economic Development Planning Grants, the Economic Development Match Grants, and Telecom and Technology, contact your Regional Resource Specialist at the Business Resource Center

NH BROWNFIELDS REVOLVING LOAN In 2010, the Regional Economic Development Center (REDC) of Southern New Hampshire was awarded a \$1 million grant from the US Environmental Protection Agency to capitalize a Brownfields Revolving Loan Fund (RLF). With these funds, the REDC will provide loans and sub-grants to support clean-up activities and re-development planning for sites contaminated with hazardous substances.

For further information about these programs and other programs that may be available, please contact Business Resource Center, Division of Economic Development, N.H. Department of Resources and Economic Development at (603) 271-2591.

Appendix D: List of Newmarket Businesses, 2010

Abacus Associates, LLC	177	Main St	Accountants
Cheney Property Management	56	Exeter Rd	Apt Rentals/Management
Micheal Keane Architect	101	Kent Place	Architect
Woodburn & Co Landscape Architecture	103	Kent Place	Architects
The Pines of Newmarket	9	Grant Rd	Assisted Living Facility
Russound		Forbes Rd	Audio Equip Manufacturer
Route 108 Auto Body	8	Exeter Rd	Auto Body Repair
Newmarket Transmission Company	81	Packers Falls Rd	Auto Repair
Kruczek's Garage	24A	North Main St	Auto Repair
Riverdale Automotive Repair & Sales	66	Main St	Auto Repair
Jay's Automotive	63	Elm St	Auto Repair
Price's Sunnycrest Garage	206	Ash Swamp Rd	Auto Repair
Bay Motor Works	82	Exeter Rd	Auto Repair
Auto Excellence	20	North Main St	Auto Repair
Beaulieu Towing & Salvage	401	Wadleigh Falls Rd	Auto Towing/Inspections
TD Banknorth	72	Exeter Rd	Bank
Bank of America	140	Main St	Bank
Master Bartender School	84	Main St	Bartender School
Elements of Steel	32	North Main St	Blacksmith
Durham Book Exchange	53	Main St	Books
Bowl-A-Mania/KJ's Sports Bar	22	North Main St	Bowling Alley/Sports Bar
Sweet Cake Creations by Meg	5	Edwin Lane	Cakes
Pro Wash	80	Exeter Rd	Car Wash
Great Bay Kids	3	Simons Lane	Child Care
The Seacoast Sweep	41	Bald Hill Rd	Chimney Sweep
Scott Family Chiropractic	139	Main St	Chiropractor
Lane Chiropractic	128	Exeter Rd	Chiropractors
Lamprey River Screenprint	25	North Main St	Clothing Printing/Embroidery
AMB Custom Structures & Design	104	Kent Place	Construction
Binnacle Industrial Contractors	98	Langs Lane	Construction
Wayne Rosa Construction	340	Wadleigh Falls Rd	Construction/Excavation
Marelli's Fruit & Real Estate	141	Main St	Convenience Store
L & M Variety	51	Elm St	Convenience Store
Great Bay Dental	48	North Main St	Dentist
Newmarket Dental Care	80	Main St	Dentist
Tailwagger's Boutique	147	Main St	Dog Grooming
The Coffee Station		North Main St	Drive-Through Coffee

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Coles Electric	Elm St	Electrician
MJS Engineering	5 Railroad Ave	Engineering Firm
CGH Excavating	84 Dame Rd	Excavation
Stacey Cooper Jennings	141 Main St	Family Therapy
Northwestern Mutual Financial Network	187 Main St	Financial Services
Raymond James Financial Services	404 Kent Place	Financial Services
Great Bay Athletic Club	191 Exeter Rd	Fitness
Rideau's Flooring	44 Exeter Rd	Flooring/Rugs
Carpenter's Olde English Greenhouse	220 South Main St	Florist/Retail
Rockingham Ballroom	22 Ash Swamp Rd	Function Hall
Kent & Pelczar Funeral Home	77 Exeter Rd	Funeral Home
Newmarket Woodwright	47 Packers Falls Rd	Furniture Repair
Newmarket Irving/Circle K	78 Exeter Rd	Gas Station
Newmarket Mini Mart	44 Exeter Rd	Gas Station/Store
Jay's Newmarket Convenience	35 North Main St	Gas Station/Store
Applied Geosolutions	403 Kent Place	Geospatial Technologies
Rockingham Country Club	200 Exeter Rd	Golf Course
The Sculptured Cut	20 Ash Swamp Rd	Hair Salon
Shear Dreams	Exeter Rd	Hair Salon
Organic Bonita	98 Main St	Hair Salon & Spa
Good Juju	108 Main St	Handmade Items/Art
Aubuchon's Hardware	1A North Main St	Hardware Store
Lamprey Health Care	207 Main St	Health Care
Great Bay Family Practice	60 Exeter Rd	Health Care
Get the Scoop	80 Main St	Ice Cream/Crepes
Heron Point Seafood, Inc.	504 Kent Place	Imports & Distribution
Lineweber & Griffin Insurance Company	100 Kent Place	Insurance Sales & Service
Perkins Agency	218 South Main St	Insurance Sales & Service
Lemieux Insurance	100 Kent Place	Insurance Sales & Service
Howard H. Green, Jr.	404 Kent Place	Investment Counselor
Cornerstone Gallery	170 Main St	Jewelry
Doucet Survey	102 Kent Place	Land Surveying & Mapping
The Outdoor Room	402 Kent Place	Landscape Design
Laundromat	North Main St	Laundromat
Laundromat	Main St	Laundromat
Seacoast Machine	80A Exeter Rd	Machine Tool & Dye Shop
Lamprey River Mobile Home Park	Lamprey River Park	Mobile Home Park
Sleepy Hollow Mobile Home Park	Center St	Mobile Home Park
Duffy's Oil Burner Service	47 Packers Falls Rd	Oil Burner Service
Langs Oil Service	21 Langs Lane	Oil Delivery
Proulx Oil & Propane, Inc.	1 Simons Lane	Oil, Propane Delivery

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McLoughlin Eye Care	139	Main St	Optical Glasses
Caprioli Painting	20	Beech St	Painting
Rite Aid	73	Exeter Rd	Pharmacy
Michael Olszanowski	44	New Rd	Plumber
Armand Cote	171	New Rd	Plumber
John Fabrizio Plumbing & Heating	6	Riverbend Rd	Plumber
Vy-nall Custom Pool Liners		Forbes Rd	Pool Liners & Covers
The Cheney Companies	76	Exeter Rd	Property Management
Prime Advantage Real Estate	90	Main St	Real Estate
Oyster River Real Estate	1	North Main St	Real Estate
Appledore Real Estate	124	Cushing Rd	Real Estate
Jean Filion	3	Lafayette Ave	Real Estate
Great North Property Management	125	Main St	Real Estate/Property Mgt
Turcotte's Housing Service, Inc.	102	Langs Lane	Remodeling/Renovation
Riverworks	164	Main St	Restaurant
Rocky's Famous Burgers	165	Main St	Restaurant
Big Bean Restaurant	118	Main St	Restaurant
Lamprey River Tavern	110	Main St	Restaurant
Stone Church	5	Granite St	Restaurant
Gepetto's Pizza	6	Gerry Ave	Restaurant
Jeremy's Pizzeria	96	Main St	Restaurant
Jade Garden	162	Main St	Restaurant
Panzanella's Italian Pizzeria & Restaurant		Main St	Restaurant
McDonald's	75	Exeter Rd	Restaurant
Great Hill Maples	22	Hersey Lane	Restaurant
Crackskull's Books & Café	86	Main St	Restaurant/Books
Aryaloka Buddhist Retreat Center	14	Heartwood Circle	Retreat
Profiles Metal Formings	10	Forbes Rd	Rolled Formed Components
New England Footwear	55	Main St	Running Shoes
Loco Sports, Inc.	102	Main St	Running Shoes
Newmarket Sand & Gravel		Wadleigh Falls Rd	Sand & Gravel
New England Barricade	2	Railroad Ave	Signs/Barricades
NH Soils Consultants	202	Kent Place	Soil Testing/Engineering
Riverbend Spa & Hot Tub Repair	42	Riverbend Rd	Spa & Hot Tub Repair
Newmarket Storage, LLC	133	Exeter Rd	Storage Unit Rentals
Seacoast Sightings	16	Beech St	Tourism/Sightseeing
Concetta's Closet	106	Main St	Vintage Clothing
Easy Web Solutions	139	Main St	Web Design

Appendix E: Commercial and Industrial Development in Newmarket since 2001

- 2001** *Newmarket Storage LLC* construction of additional 2,500 square foot mini-storage building at 133 Exeter Road – B-1 Zone.
- Seacoast Machine:* 40 foot expansion of its building for storage.
- The Pines* – 1,800 square addition for four additional rooms in assisted living facility, R-2 District
- The Coffee Kiosk* drive through for coffee service in a self-contained structure on Route 108
- Newmarket Community Church* – expansion of thrift shop sales area and office, on Route 108, R-2 Zone.
- Friends of Newmarket Health Center Inc.* (Lamprey Health Center) - conversion of basement for office space, M-3 Zone
- 2002** *Gale McConnell* - change of use from funeral services to office/retail at 41 Exeter Street, M-2.
- The Sculptured Cut Hair Salon* at 20 Ash Swamp Road B-1 Zone.
- 2003** *Newmarket Storage LLC* received an approval for construction of a 2,000 square foot building, on Route 108 B-1 Zone.
- Beech Street Property Management Condos* a.k.a. Kent Place to renovate and expand an office building into a mixed-use development involving 20,866 square feet of office space and five residential condominium units, M-2 Zone.
- 2004** *Developco Company* A 3,500 square foot office/maintenance/warehousing building on Wadleigh Falls Road near Ash Swamp Road. Phase 2 to include a 10 unit office/warehouse building. B-3 Zone.
- Lamprey Health Care:* a 9500 square foot addition to existing medical facility
- The Pines:* expansion of eight units and increase dining and activities, R-2 Zone.
- Cheney Property Management Corporation:* Creation of Newmarket Business Park involving 3 units with a total square footage of 19,500 square feet of office space.

- 2005** *Stone Church* expansion involving an outdoor patio area for entertainment and dining. M-2 Zone
- The Nature Conservancy* – conversion of a house to 2,500 square feet of office space for a non-profit organization at 112 Bay Road. R-1 Zone.
- Wentworth Douglas Hospital* at Newmarket Corporate Business Park 10,500 square foot medical office building. B1 Zone
- Cheney Property Management* – 1400 square feet of commercial office space. B-1 Zone
- Greystone of Maine*, B-3 Zone Wadleigh Falls Road office building and maintenance area for construction company
- 2006** *Adaptive Reuse of Former Fire Station* – a mixed use development involving two residential units on second floor and creation of commercial office space on first floor, M-2 Zone.
- Russound* – conversion of 6,600 square feet of industrial space to commercial space and addition of 1,800 square feet in mezzanine in Building #2 at 5 Forbes Road, Newmarket Industrial Park, B-2 Zone.
- Rivermoor Landing* -1,122 square foot office condominium for law office on Main Street, M-2 District.
- 2007** *Railroad Street* - Rehabilitation and conversion of building for professional office. R-2 Zone.
- Solon Realty* - operation of storage trailer and container rental business at former gravel pit on Route 152, B-3 Zone.
- 2008** *Newmarket Storage LLC* – expansion of self-storage business addition of a 8,400 square foot storage building.
- Shearwater Investment Corporation* – siting of a modular storage structure for Vyn all at 12 Forbes Road, Newmarket Industrial Park.
- 2009** *Newmarket Mills, LLC*, Main Street - adaptive reuse of the two mill building for a mixed use development involving 120 residential units and over 25,000 square feet of commercial space.
- 2010 -** *Newmarket Mills, LL* - Main Street fit-up of 12,000 square feet of space in N/N-1 for commercial, manufacturing and warehousing use on first floor of mill for New England Footwear.
- 3 North Main Street*, - Conceptual plan for an approximately 65,000 square foot mixed use development with a supermarket, retail, restaurant, and office space at 3 North Main Street.